

EDITORIAL MESSAGES

by

WALTER H. COTTINGHAM





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WALTER HORACE
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EDITORIAL MESSAGES

From the President of *THE SHERWIN-WILLIAMS
COMPANY* to his Organization

A Collection of Editorials selected from the writings of WALTER H. COTTINGHAM President of *The Sherwin-Williams Company*. Some of them appeared in *The Chameleon* and the *S-W-P Magazines* between the years 1897 and 1916 — others appeared in the *Sales Bulletins*, and in this collection will also be found many extracts from Mr. COTTINGHAM'S addresses before the Company Conventions and before business gatherings and University groups.



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BY
WALTER H. COTTINGHAM

FOREWORD



IN this little volume will be found a collection of articles written by myself bearing on our progress during the past seventeen years.

Most of them were written very hurriedly and under considerable pressure, often on railway trains, or in hotels, and generally late at night. I never had time to spare for work of this kind at my desk.

I thought a review of these articles might prove of interest at this time when we are commemorating our fifty years of history.

Our work has been strenuous, and our progress has been great. The one is the result of the other.

I have found the greatest satisfaction and pleasure in my business life in planning, in working out the plans, and in seeing and feeling the successful results of the plans and the work.

I am convinced a busy life is the happiest. It is only by effort that progress is made, and life without progress is but a poor existence. There is joy in accomplishment. Robert Louis Stevenson wrote: "I know what happiness is for I have done good work."

I should say the greatest happiness is to be found in congenial and steady occupation that produces constant progress for oneself and others.

The work of collecting and editing the articles reproduced here was done by my friends, Frank E. Davis and Charles M. Lemperly, and I acknowledge here most gratefully their very kind services.

CLEVELAND,
NOVEMBER, 1916.

Walter H. Coker

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EDITORIAL MESSAGE

This book is dedicated to the Representatives of The Sherwin-Williams Organization who, in my opinion, have never been equalled as a selling force.

EDITORIAL MESSAGES

ENTHUSIASM

[1897]



HAVE you ever felt it? Of course you have. If you have been with this Company twenty-four hours you must have experienced it.

Well do I remember my first visit to the Cleveland plant. I had not been long in the place before I was greatly impressed with the enthusiasm of the whole establishment—all of those with whom I came in contact radiated it. I soon caught it myself, and felt then and there that nothing short of such a business would ever satisfy my ambition.

Enthusiasm goes hand in hand with prosperity, and who is there that does not rejoice in seeing a prosperous man? Enthusiasm emanates from confidence, and is the offspring of hope. It must always be genuine or it is *not* enthusiasm but poor hypocrisy, easily detected. To be real it must be felt, and to feel it one's mind must have good cause for being aroused. For instance, one cannot acquire much enthusiasm for poor paint; but oh! what a subject for real, genuine, hearty enthusiasm is old *SWP*. What feelings of pride, what feelings of confidence, can it awaken among those who know it, among those who sell it, and those who use it.

Enthusiasm is a good thing. It's good to be enthusiastic over the goods you sell. It's good to be enthusiastic over the firm you represent. It is not a bad thing to be enthusiastic over yourself. But it is still greater if you can instill enthusiasm in *others* for your goods, your firm, and yourself. Herein lies ability and power. If you cannot be enthusiastic over your business and your firm, drop it. Get into something where you *can* be enthusiastic; your chances for success will be greater there.

Enthusiasm aids pluck, enlivens perseverance, and lightens labor. It makes the heart light and the mind bright.

Before I close these wandering thoughts I want to say, there is a whole lot of enthusiasm up here in Canada over this business. Enthusiasm in the office, enthusiasm in the warehouse, enthusiasm in the factory, on the road, in the stores and in the paint shops, on the farm and in the home. It helps lots, too! Let us have more of it.

THE IMPORTANCE OF ADVERTISING IN BUSINESS

[1897]



BUSINESS, to all who are engaged in it, should be interesting. It demands constant study. To be successful in it requires as much ability as any other calling in life. The same characteristics that go to make a great lawyer, a great physician or a great statesman, will make a great man of business.

It seems to me business affords more and greater opportunities to an industrious and persevering man than any other calling. There is practically no limit to what may be accomplished by well directed energy and effort.

One of the very greatest aids to any business today, in my opinion, is a thorough knowledge of advertising. It is certainly one of the most interesting sides of business to any one who has given it much consideration.

It is one, too, of growing importance. I firmly believe the success of all great business enterprises in the future will largely depend upon the ability with which they are advertised.

It behooves us, then, to give careful thought and attention to a subject that has so great an influence on our business. If I were experienced enough to give advice, I would say to every man in business, give first attention to advertising.

It is not my intention to write an essay on advertising. I have not sufficient knowledge of the subject to

do so if I wanted to. I would recommend, however, to everyone who reads this, Charles Austin Bates' book, "Good Advertising."

You will be surprised to find how much of interest and instruction can be said on this subject.

What I want to speak of is the advertising that can be done for this Company by everyone connected with it, from the President down. We are all advertising it one way or another, for good or bad. In all of our business connections we impress those with whom we come in contact favorably or otherwise. We can with care and judgment make an impression that will advertise to advantage this business.

As a company we believe in advertising. We are spending large sums of money for advertising. Let us all try to make the most of it. Let us all endeavor to encourage the advertising spirit in all our business relations. We can all be on the lookout for bright ideas in advertising and when we find them, send them to the Advertising Department. Think up good points about our goods and business, jot them down and make an "ad" out of them. It's good practice. We have a fine theme in which to indulge this spirit. There are lots of good points about our goods that have not yet been expressed. Think them out.

Let every salesman talk advertising to his agent (I have no doubt you do, but perhaps you could do more of it). Get him specially interested in advertising paints, The Sherwin-Williams Paints. Lots of them would advertise if they knew more about it and the benefits to be derived from it. Time spent in seeking

to enthuse and instruct your agent in advertising is well and profitably spent. Get him interested in the electrotypes. This service is one of the very best things we have for a live dealer, if he'll only use it. It's good for him and it's good for us.

If you once get him started to use it he'll continue it. Let him once learn that by bringing customers to his store to buy The Sherwin-Williams Paints he gets other trade from them; let him once discover from the fact of his selling an article of such merit and so widely known as *SWP* he is increasing his general trade and the reputation of his store and making new trade, and we will have a live, energetic agent, an advertising one.

I know customers in our territory whom we have educated up to be advertisers and I have been greatly impressed with the benefits derived from it. They write us for suggestions and advice regarding their general advertising and we give them as much attention, if not more, on this subject as if it were an order for paint.

I tell you if we go at this thing right we can develop a whole lot of good in assisting and instructing our agents and dealers in advertising. They will appreciate it too, because it will do them good.

I believe also any firm or company gets valuable, priceless advertising through the hearty good will and loyalty of its representatives and employees. This sentiment shown among all with whom we come in contact never fails to make a favorable and lasting impression. I know it runs very strongly through our

whole organization and the benefits derived from it are incalculable. I hope it will always be as marked as it is now. I am sure it will always be deserved. When it is not deserved, let us hope the Company will cease to exist.

THE STRONGEST ASSET

[1899]



WHEN we take a position with this Company we are expected to work for it with all our energy, our entire thought and our whole heart. And this is no selfish demand. For when we are working our hardest, and doing our best for this Company, we are doing the same for ourselves. Our advancement here is altogether dependent upon our own exertions and what we are able to accomplish for this business.

Merit, alone, is the passport for promotion here. The history of the business proves that. And it should be worth a great deal to every one of us to know and feel we have an equal chance.

I must stop here a few moments to reflect on the very delightful circumstances of the long, uninterrupted, happy connection of Mr. Sherwin and Mr. Williams in this business. The history of our Company presents no brighter picture. It's good to think they have been so long spared to work side by side so harmoniously, so unselfishly and so forcibly. Should our business live a thousand years, it could not repay all it owes to their long, united, unrivaled service. Their influence and example will be felt to the end. Personality is strong in business. No business is worth much that lacks it.

Look back over the period of business depression and stagnation in all commercial enterprises that this Company has come through. Think of the thousands and thousands that have been swallowed up,—totally ruined by financial misfortunes, while we have gone

on and grown in extent, in importance and in strength—always building higher, always more securely.

Surely this business has at all times been guided and surrounded by great wisdom and sound judgment. Is it any wonder we are proud of our concern, and proud of the men who have built it so well.

Follow the interesting history of this business from the very beginning to this time—your path will be straight and upward and continually widening. There are no valleys, no pitch holes, no turns—a good, straight, even road all the way. May it ever be thus should be our constant concern.

Sum it all up, dwell on the varied experiences, ponder on the numerous circumstances that have surrounded and attended this business at all times, and ask yourself, what is the greatest result of it all. What is it that gives it such enviable prominence, such unrivalled power. I will tell you—Reputation. That's the reward—the strongest and most valuable of all assets—Reputation.

DO IT NOW

[1899]



HAVE long been possessed of a desire to see a sign hung in a prominent place in all of our offices with these words in large letters on it:

DO IT NOW

We are all more prone to put off until tomorrow what might be done today than we are to fulfill that wise precept, "Do not put off until tomorrow what can be done today." "Procrastination is the thief of time" is a true saying, but its significance is not always fully realized. There is only one way for busy persons to keep up with their work—Do it now; do it *now*. Don't put it off an instant. Delay is fatal. One postponement always leads to another.

Some days the work on many of the desks in our offices piles up to such an extent it seems almost impossible to dispatch it with such promptness as we aim at. Some days a great many difficult and trying matters come up for immediate attention. At such times one is almost overwhelmed with the size of the task before him and is inclined to turn from it and put it off for another time. Don't do it. Wade into it. Take up the first thing that lies in front of you. Never mind if it's the most difficult—it's got to be done. Tackle it now. Get rid of it and take up the next. Go straight through the pile. Clean up the desk. It's the only way to keep abreast of your work and be ready for more.

Such practice will soon develop in you a great

capacity for work, and the difference between a great man of business and an ordinary one is largely a matter of capacity for work. No great achievements are ever accomplished apart from work; apart from the sacrifice of ease and self-indulgence. Acquire the habit of doing things at once. Be prompt. Be thorough.

One of the best mottoes for a business man is just this simple one—Do it now. I can testify to its helpfulness. So accustomed have I become to it that whenever I am tempted to put off my work I seem to hear the sound of these words ringing in my ears, “Do it now, do it now, do it now.”

If you have any work left undone, do it now. If you have any work, or any plan you’re thinking about, do it now. Make a beginning. More good thoughts and ideas perish than ever see the light of day, just for the want of action.

Goethe expresses it this way:

“For indecision brings its own delays,
And days are lost lamenting o’er lost days.
Are you in earnest? Seize this very minute.
What you can do, or dream you can, begin it.
Boldness has genius, power and magic in it.
Only engage, and then the mind grows heated—
Begin, and then the work will be completed.”

“WHAT DO YOU WANT TO BE”

[1899]



HAT a man wants *most* to be, he can be. I believe that statement is true. Analyze it carefully and you'll find it's not so unreasonable as it appears.

I suppose there never was a man without ambition enough to *want* to be a success. When he fails to accomplish this desire it is because he really *wanted* to be something else more.

Take a man who wants to be a success in business. If he lacks industry, or wastes his time, that is evidence that he really wants most to be a man of leisure and ease.

Perhaps he devotes a great deal of his time to social matters, and so it is apparent he really wants most to be a society man; or perhaps it's speculation that attracts him most and he becomes a gambler, or it may be sport, and so he turns out a sport. So it goes. What his inclinations show he most wanted to be he becomes.

What you want you must pay for. If you want success you must pay the price.

It can't be gained in any other way. The price is concentration. Concentration is, in reality, the surrendering of one's self to a definite aim—the outpouring of all one's energies and powers for the attainment of one great object. It means you must sacrifice yourself. You must throw your whole body and soul into your work. You must be blind to everything excepting your one great aim. That's the price, and few there are willing to pay it.

If you want a great property you must pay a great price for it. If you want a great reputation you must pay a great price for it. If you want great success you must pay a great price.

If you're not a success don't blame the times you live in, don't blame the place you occupy, don't blame the circumstances you're surrounded with—lay the blame where it belongs—to yourself.

The words of one of New York's successful business men are true. "Not in time, place or circumstance but in the man lies success."

Find out what you want to be and be it.

MEN AND PROMOTIONS

[1899]



WE want men who recognize that real success comes only from the sweat of the brow; from keeping everlastingly at it. We want men who are in love with their work and have a resistless ambition to be somebody, and do something better than it's ever been done before.

With such forces as these working behind such a business as ours, who dares put a limit to our achievements?

Every man connected with this Company has a better chance today than ever for advancing his welfare if he makes the most of his opportunities. It depends upon himself, entirely. If it's in you, there's a chance to bring it out. You must bring it out. If it's not in you, your chances are very likely better elsewhere. For this business must go forward. If you're not prepared to go forward with it and help along the progress, there is no place for you here.

The policy of our Company has always been, and is today, to promote to new positions, as they are opened up, from the ranks of those already connected with the business, when we can find among them the ability to fill such positions. When we can't find the ability within we must go outside. The ability is what we look for most. The Company's interest must not suffer.

The way to get promotion is to be prepared for it. The way to prepare for it is to work with all your might in your present position and make yourself invaluable

to the Company. Never think that good service of any kind for this business goes unheeded. Our search for, and need of, good men is too keen to permit it.

Don't be discouraged, or become too impatient. There are many opportunities ahead. You are with a good company, one that's progressive, one that's going ahead. That's worth something in itself. Make the most of yourself and you'll be made the most of, every time. Get ready for the advance.

“BACKBONE”

[1899]



ONE of the most essential requirements of a successful business man is backbone. Backbone is what enables a man to stand up and fight, to fight for his opinions, principles and rights.

A man with plenty of backbone stands erect. He is immovable. Let him once embark on an undertaking and he will carry it through to a successful conclusion in face of all obstacles and in spite of all opposition. He is not to be turned from his purpose. He cannot be swayed. He knows how to fight. He stands up and makes his way against all odds. He never shrinks and is most erect when hardest pressed.

Backbone is a characteristic of The Sherwin-Williams Company. It fears nothing. Its policy is its own. It knows its business and transacts business on business principles and in no other way.

Our Company is not an imitator, but an originator.

It is not a follower, but a leader.

It is influenced by conditions only—not by the actions of others. It is not afraid to act when it is right. It waits for no one.

It likes opposition. It likes a fight. The stronger the opposition and the hotter the fight, the better it likes it. It goes in to win and has never been beaten.

Backbone is what we look for in our representatives. They are the very backbone of our business. They are the ones who interpret the policy of our Company and always with intelligence, energy and firmness.

Right now you want to stiffen up your backbone and show that you are equal to all conditions, that you lie down for no man.

The Company had the backbone to meet changed conditions with good business sense. It did so without consulting anyone. It did not hesitate, because it had confidence in the ability of its men to uphold its policy. And it has not been disappointed.

"NEW YEAR'S REFLECTIONS"

[1900]



THE New Year affords a good opportunity for every individual, whether serious or otherwise, to call a halt amid the wild rush and whirl of the busy world, for sober, earnest reflection.

It's an appropriate occasion to take an inventory, not only of one's material possessions, but also of one's immaterial possessions, those qualifications which have a higher value than the greatest material wealth. It's of infinitely greater importance that our inventory should show the balance to be on the right side in the latter case than in the former.

We have had one more year of experience, one more year of opportunity. What have we done with it? Which way have we grown—up or down? It's certain we have grown one way or the other. Which has it been? Be honest about it. It's important that you should know. Reflect upon it before you enter on another year, for each year has its influence on the next. Face the situation squarely now, and decide at once which way you shall grow in the year before you—forward or backward. Will you advance on the road of life, of success, or will you fall back? Think about it. You have the power to do which you choose.

Very likely our inventory, if carefully taken, will show we have grown up in some ways and down in others. Some accounts will show a gain, some a loss. Then let us learn the lesson which the statement shows,

and take precaution to strengthen the weak sides and fortify still further the strong ones. That's the purpose of an inventory.

Life is a struggle. It's a continual warfare from start to finish. The strife is constant. A man needs to be a fighter, a bold, fearless fighter, and a hard hitter. He must develop a strong arm, an iron will and a level head, or he'll go down in the contest. He must drill himself constantly, every day. He must keep his uniform and armour ever bright, ever ready. There's danger lurking on every side, and at the most unsuspecting moment you may be called upon to defend yourself. Be ready. Every defeat is a handicap, every victory an advantage.

The future of our Company depends upon the individuals working for it. Our interests are all bound up together. The actions of each one have an influence on the whole. We can't escape this responsibility. It's not on the machinery, or the product which it turns out that our success depends—but upon our people—the “living machinery.” Therein lies our making or unmaking. The Company will grow up or down, will go forward or backward, just as the individuals about it incline.

Is it not important, then, that we should reflect on the threshold of another year, and be sure that our influence is growing in the right direction?

ORGANIZE YOUR TERRITORIES

[1900]



HERE is a great difference in the way salesmen work their territories. The same kind of difference that exists between a successful and an unsuccessful business man.

One plods along in a slipshod, shiftless kind of way—he may be working hard enough, but not intelligently, not persistently, and, therefore, not effectively. He lacks system and a definite aim. He wanders and gropes and never knows quite where he is at. He is never sure where he should go and what he should do next, and through want of decision procrastinates, while precious time with its many opportunities slips away. Such a man naturally is easily discouraged and failing to master the situation, is knocked out.

The other man—the successful one—is master of his work. He has a plan and works to it. He has an aim, fixed high, and walks straight to it. You can't hold him back: he gets what he goes after—perhaps not the first time, or the second time, or the third time, but he gets it in the end. That's the point—he gets it—he's a winner. You can't keep him from success.

The successful salesman is more than a salesman. Selling is not the whole thing by any means. There's organizing and managing to be done. A territory must not only be worked, but managed. There are many salesmen who can sell but can't organize, and they never reach the highest success.

Organize your territories, plan your work, operate on a system. Have an aim and let nothing keep you from reaching it. A salesman is responsible for his whole territory—not alone for the trade that we now have there, but more important still is the trade we haven't. The towns that can't be visited should be worked in some other way. They should be got into line for future operations. This can now be attended to under the salesman's directions through our Promoting Department.

This work should be systematized. The salesman should do it. The work of the town as well as the territory should be organized, so that every possible customer is reached in some way, by personal visits, correspondence, advertising matter, or by the agent. If you can't do it, cause it to be done—that's organizing.

There are the painters, the architects, the property owners, the large structures; all these should be brought into line and the salesman is the man to see that it is done.

Pull all the wires, set in motion all of our system on your work and you'll sweep the territory clean. There is no finer organization than ours in existence, and none that can equal it in our line of business. The system is right—but it must be applied right. Remember that.

QUALITY

[1901]



WE believe that the way to succeed in the paint business is to give the very highest quality and sell it just as cheaply as we can. If the goods were not as good as they are we never could do the advertising that we do. In considering the price don't forget to take into consideration the quality of the goods. You come here each year and you impress on us the subject of price. When you talk of goods don't forget to look into the quality, because if the quality were not there we would not be asking the price that we do. I hope during the coming year you will remember that and not weaken. Show up the goods and hold up the price.

"PERSEVERANCE IN THE FACE OF DISCOURAGEMENT"

[1902]



STEADFASTNESS in the face of discouragement is a magnificent quality.

The man with ideas or a purpose must possess it, or his ideas or purpose will amount to nothing.

New things are generally opposed, and a man of purpose always meets opposition.

Foresight and purpose, to be effective, require to be backed by action and determination.

If you believe you are right, in anything, go straight ahead. Don't be turned from your course by adverse criticism, don't be discouraged by opposition—stick to it through thick and thin.

You'll find many people ready to discredit your ideas and dash cold water on your enthusiasm, but don't let that dampen your ardor or slacken your effort, but rather let it act as an incentive to greater exertions, let it add strength to your determination to make good your endeavor, no matter what the opposition. Set your teeth still more firm, keep your eye fixed on your aim and let nothing keep you from it.

The world is full of people who drift along rudderless, turned this way and that by the influence of their surroundings, tossed hopelessly around by conflicting opinions, entirely lacking stability or ballast. Such people never accomplish anything.

It's the man with an aim, a plan, a purpose, directed by sound judgment and worked out with implicit confidence and indomitable perseverance that goes out and mows down the world and compels things to come his way. Get out and mow.

A PAYING COMBINATION

[1902]



HIS is an age of combinations and consolidations.

The principle of combining for larger results is sound. It's the same idea as is expressed in the old familiar saying, "Two heads are better than one."

The strongest combination is a combination of brains. There is greater advantage in bringing together ability and concentrating it all on one object than there is in combining mere business. Brains count for more than capital. A combination of ability beats a combination of money all to pieces. Money without ability cuts little figure. Capital needs ability. Ability can take care of itself.

We believe in, and are working for a combination of ability. We want to combine all the brains and all the energy that exist in our entire organization, which includes, besides our own staff, our agents and their staffs. We want to bring together this great and powerful force and apply it to the extension and improvement of the business of all.

We believe we can do it. We're working to it through The *SWP*. Let everyone do his share by helping with suggestions and ideas and also adopting the ideas and suggestions offered by others, and the combination will work. All will benefit by it.

We know we can help our agents and we know you can help us. We ought, therefore, to get together closer than ever before.

It's our aim to concentrate more and more all our efforts on one agent in a district, as we believe we can get better results than by dividing it. We feel also that our agents in return will make no mistake in concentrating all their energy on one line instead of dividing it. By complete co-operation we can both get better results.

Our goods are superior, our methods far in advance of any others yet adopted. We supply the two essentials to business success—good goods and good methods. In addition, we offer you the advantage of sharing in a combination of ability drawn from our own staff and thousands of the brightest paint dealers in the world.

It's a combination that has real force in it. The agent who is sincerely anxious to increase his business can get help from it by working in harmony with it and adopting its methods.

The painting season is at hand. Make ready for it. Go at it in earnest. In it there are great possibilities, especially in this year of plenty. You will not make the most of it unless you do more than ever before. The largest share in the paint trade in your town ought to be done by you. You have in our goods the best paints ever made, you have in our methods the most effective system ever devised for selling them. Use them.

Throw into your work all the force and ability you are capable of and you'll get returns just as sure as the sun rises and sets.

“BUSINESS”

[1902]



BUSINESS is the world's work—it's man's chief occupation. The field is as broad and extensive as the universe itself and in it the great mass of toilers struggle for supremacy. The conflict is fierce and merciless and none can hope for victory without great effort, great skill, and great sacrifice.

Notwithstanding all its intricate details, business can be reduced to two simple operations—buying and selling. It matters not whether the business be professional, industrial, mercantile or financial, it's all barter—buying and selling something for gain. The principles that insure success are the same in all cases.

One great principle underlies all others, and that is value. It governs all really successful enterprises. It is the root of business success, and affects alike the two great operations of buying and selling.

The man who can get the most (buying) and give the most (selling) for a dollar is a business genius, and has learned the secret of business success. The rest entirely depends upon his capacity for work and his ability to organize.

The rock that most men are wrecked on is trying to get all they can and give as little as they can for a dollar—immediate gain. That idea won't work. The principle of buying low and selling high is all wrong. No large business was ever built up on such a basis. The only safe foundation is value. The people trade where they get the most for their money.

Do not confuse value with low price. Low priced things are usually poor value—they are usually dear—and the experienced, intelligent buyer knows it. A low price most frequently arouses suspicion and mistrust. A high price is usually backed by merit and creates confidence.

Intelligent buyers, and they are in the majority, do not look as much at the price as they do at what they get for their money—it's value they want. And this is truer today than ever before, for prosperity has furnished the means to buy best quality goods, and they are invariably the most economical.

This is the day of better things. This is the day for the man of high quality. The people more and more demand better grades—not "cheaper." The progressive man recognizes this and acts upon it.

Don't be known as a "Cheap John." There's no profit or glory in such a reputation. Let your aim be to establish a reputation for the best value.

Be a high grade man. Keep the best store, keep the best goods, employ the best clerks, and give the best value. You will attract the best customers and do the best trade and make the most money. That's as sure as daylight.

THE LARGEST AND BEST IN THE WORLD

[1902]



HERE can be only one largest, there can be only one best in any line of business or in any line of work. It should be the aim of every concern and every individual to reach that exalted and enviable position.

The “greatest and best” in the world signifies much. It stands for merit and superiority. It indicates great enterprise, great energy, and great perseverance. It’s a proud position, well worth the struggle.

In the paint trade of the world The Sherwin-Williams Company from the very beginning had an eye on the prize at the top. We entered the lists to win. We trained for first place. We trained patiently, carefully, thoroughly, with great persistence. Two things we kept ever before us, quality and push—good goods and good methods. Nothing could turn us from these two things. Making the goods good and pushing them with all our might and main, have become the very motive power of our great organization.

These simple principles, intelligently worked out, have won us our supremacy. They have placed us at the top and have entitled us to style ourselves the largest and best paint and varnish makers in the world—by far.

Our field is not confined to any locality, any state, any country, or any continent—it’s world wide. Our

goods are known as well on the Atlantic as on the Pacific Coast. They are as popular in all of Canada as in the United States. They are sold and used with as much satisfaction in England, Ireland, Continental Europe, India, the Australasian colonies, South Africa, and on the continent of South America, as they are at home.

Nor are our efforts limited to any particular class of goods. We are as supreme in the sale of Railway Paints, Marine Paints and paints for Carriage Builders' and Manufacturers' uses as we are in the sale of house paints. We make paints specially adapted for all purposes and we make them of the highest grade and of the best value for all.

Our position as leaders in the paint trade of the world means a great deal to our agents as well as to ourselves. By reason of our immense "turn over" we are able to provide facilities for manufacturing on a large scale that insure the best possible results in quality and economy.

We are able to manufacture most of our important raw materials; we are able to distribute our products economically and promptly to all parts of the world; we are able to attract and employ the highest ability in all departments, making strong the greatest factor in any business—the great human force; we are able to provide methods for marketing our products that are unequaled—in a word, we are able to give the best paint value and the best selling value in the paint world.

We have made our reputation and attained our posi-

tion by the practice of the principles of quality and push, and we expect in the future to far outstrip the past by adhering to them. We aim always to be the biggest by being the best.

COURAGE



It is quite generally and well understood that courage is one of the great qualities necessary to success in warfare.

It is not so generally appreciated, but quite as true, that courage is just as necessary to success in business.

Courage to dare to step aside from the beaten path and blaze for one's self a new trail,

Courage to adhere to what one believes to be right in the face of opposition,

Courage to keep on hopefully and perseveringly when unfavorable conditions confront you,

Courage to cheerfully stand the daily grind at the desk, at the machine or in the field,

Courage to meet the unfriendly and unkind criticisms of those who misjudge you,

Courage to meet the temptations that beset all those who aim to win by merit alone,

Courage to listen to and follow the dictates of conscience,

Courage to stand success as well as failure,—

It is a great, a *magnificent* quality, courage.

We need it *always* to meet and overcome the difficulties of life but never so much as now when the perplexities of a new and difficult condition press upon us.

We have dared in this organization of ours to attempt manfully and courageously and with enterprise to do

what we believe to be right and best, to keep our business going under present difficulties. We believe in doing so we are performing a duty we owe to others as well as to ourselves. We have met the usual criticisms, the usual opposition, and the usual difficulties inseparable from all new undertakings, but we have also met with most generous approval. And I simply wish to say that I hope none of us who are engaged in this worthy effort to do our part *well* will be in any way discouraged by any of the opposition or difficulties we are bound to meet with.

On the other hand, let us take encouragement from the splendid results thus far accomplished and let us continue to apply ourselves each to his or her own individual task with new energy, with greater determination, and with increased enthusiasm, believing in our purpose, in our work, in our company, in our country, and in ourselves.

PLAN YOUR WORK AND WORK YOUR PLAN

[1903]



CAME across this phrase somewhere a short time ago, and was greatly attracted by it. It's our idea exactly of the way business operations should be conducted.

First, an intelligent, clearly defined plan is necessary, and then, most important of all, it's got to be worked—worked to a finish. Many a man is capable of laying out an excellent plan, or a magnificent system, but when it comes to executing it, he is an utter failure. It's doubtless true that there are more planners than workers in the world—more dreamers than hustlers.

It's demanded of the successful in business affairs that they shall possess a head that can contrive, a tongue that can persuade, and an arm that can execute. And these most desirable, most necessary qualifications can be acquired by the practice of meditation, study, and work. The great thing necessary to apply to your meditation, to your study, and to your work, to make them effective, is concentration—concentration of thought and concentration of action.

We fail, I think, to realize, or to remember, the tremendous power of concentration in work. We are inclined always to wander in our thoughts and to waver in our actions—it's the natural trend of our restless and uneasy beings. Our ability to overcome

such inclinations greatly influences the extent of our success.

Concentration simply means doing what we do with all our might. It means putting effort into everything, working with zeal and intensity—not slothfully and dreamily, but with snap and vim. In thinking, in talking, in writing, in working, our watchword should be concentrate, concentrate. It's surely not an easy thing; it requires a very determined and persistent effort of the will, but by practice it will become a habit, the power of which is tremendous.

Our plans for this most promising spring, the harvest time of our business, have been conceived and completed by the best thought and the most careful preparation. For their successful execution we are now dependent upon our staff at home, our force in the field, and our agents in the stores. The plans we believe are good, and we call upon all, at this propitious time, to put forth their best efforts and help us mark up such records as will eclipse the most illustrious of our past achievements.

THE WAY TO GET BUSINESS IS TO GO AFTER IT

[1903]



IT'S a good time now to apply this motto to your business with all the vigor you can command.

There's lots of trade lurking around, lots of people contemplating painting and improving their property this spring. Go after them. Don't wait for them to come to you, there's too much risk in it. Others are keen for business. Get there early. Get there first. Your success depends upon it.

As an agent for this Company you are better equipped to go after and get trade than your competitor. It'll pay you better to put effort into your work than it'll pay him, for the proposition you have to offer the paint consumer is the best that has ever been offered. But it's got to be pressed home, it's got to be placed before him with intelligence, force and persistency. It's up to you to do this now.

The finest products and the most elaborate and perfect system are of no avail unless backed by the tireless force of your own energy. Human effort counts for more than all else in business success. The product and the system are but instruments placed in your hands to be worked. The skill and industry with which you use them alone determines your superiority and your success. And so it is in all human affairs, opportunity provides the instruments, but we, ourselves, must

learn to use them. And it's only by persistent practice and constant training that we become skilful and proficient in handling them. It's the man who uses his instruments that gets results. It's the agent who uses our system that wins success.

So let it be your determination this promising spring to make the very most of every opportunity that comes before you. Apply to your business every aid that offers, work your advantages to the limit, and you cannot fail to make progress along the high road to success.

GET OUT AND HUSTLE

[1903]



THAT'S the way to get business, that's the way to build up trade and overcome competition. "Keep everlastingly at it" is a motto that every ambitious business man should adopt and practice. Genius is all right, but there's mighty little of it in this world; plain ordinary "hustling" is what counts in the struggle for business supremacy.

The laurel wreath of trade is won by the man with the capacity to do things and keep on doing them—the man of ideas, purpose and action.

No one with good health and ambition should despair of success; everything is open to him if he will but hustle hard enough and long enough. Work on and work ever; keep up your enthusiasm and your nerve, and you're bound to make headway. Progress is inspiring. There's nothing like a little success to convince a man of his own power and ability. Confidence is a great factor in achievement.

The time to hustle is when there's something to hustle for. That time is here—the great spring time, when all the world is filled with new life, new energy, and new opportunities; when nature, refreshed by her winter's slumbers, rises with new vigor to the task of replenishing the earth with her great bounty, and providing new openings for man's activity. Surely it is the season when the best that's in us is called forth. It is the time when we should be stirred by new hopes

to greater effort. It is the time when work is most productive because it's the season when requirements are greatest.

Are you going to make the most of it? Are you going to use the opportunities of this spring time to lift yourself higher up in the world? If you are, get out and hustle, early and late—it's the only way.

SYSTEM IN BUSINESS

[1903]



ORGANIZATION is the prime factor in the management of business affairs. System is the prime factor in organization, therefore, "systemize your work and work your system" is a precept that every business man should adopt.

Business without system is like a ship without a rudder—it drifts. System insures a straight course and a smooth, successful voyage over the sea of commerce.

Without system a man must do a lot of work with little results; with system a little work with a lot of results.

A man's capacity for business largely depends upon his ability to invent and use system. System saves time and labor, and insures accuracy and dispatch. On these things the success of business largely depends. It should surely then need no argument to convince a man of its importance. The wonder of it is that in these days of aggressive methods and fierce competition any intelligent man should be neglectful of its great and manifest advantages.

THE MANAGEMENT

[1903]



HAD a striking illustration a short time ago of the impression outsiders get of our Company. We had a visit recently from a prominent English manufacturer. I made his acquaintance while in England and we became interested in each other. This summer he crossed to this side, and as he was a man interested in up-to-date methods, I invited him to visit our plant here in Cleveland. He came and spent two days with us.

When he had completed his inspection of our plant, I said to him, "Mr. Brooks (for that is his name), I am very anxious to know what has impressed you most about our business." The reply came very promptly: "I think that your organization is very thorough and very complete, and that your system is excellent in every way, but what has interested me most and what I have admired most about your business is the magnificent spirit of your staff. Every man with whom I have come in contact seems to be imbued with the interest of the Company, and to have unlimited faith in it and its future."

My friends, I cannot tell you how pleased I was with that reply; not that it was anything new to me, for I long ago discovered that the secret of our success lies in the spirit of our staff—the spirit of co-operation and progress, the spirit of enthusiasm and good fellowship;

these are the things that have enabled us to win the magnificent success which we enjoy, and if we persist in them, they are bound to keep us in the lead.

Any business in order to be truly successful must possess such a spirit. Unless a man believes in what he is doing, unless he has his heart in it, he cannot do his best; he cannot do justice either to himself or to his employer. The spirit in which we do work is more important than the work itself. We are certainly proud of our organization and our system, and the quality of our product. They are potent factors in our success, but more important than the system and the goods are the men who make the goods and carry out the system.

In asking you to work hard and to do your best for this Company, I have one little bit of satisfaction, it is this: I have never yet asked anybody to work harder for the Company than I have been willing to do myself. I believe in hard work, I like it. I believe it is the key to success.

A young man once asked Senator Chauncey Depew, the great railroad executive, if he would not tell him the secret of success. He replied, "Young man, there is no secret to it; it is simply dig, dig, dig." And when Edison, that man of marvelous capacity for work, was asked if he did not believe that genius was inspiration, he replied, "No, sir! genius is perspiration." And so you will find it the world over, the men who have accomplished great things are workers.

I have counted it a fortunate day in my life when I connected myself with this Company. There is cer-

tainly something in the atmosphere of our organization that is bound to improve us, bound to elevate us. We cannot help but catch it, and we cannot do anything that will help us more than to develop the best that is in us.

Business is an empire, and its dominion is world wide. In it there are many divisions and many departments and all the positions, from the lowest to the highest, are open to the courageous and the industrious. Let us determine more resolutely than ever that we will be rulers, not subjects, in this great empire.

TIME AND PLACE

[1904]



T Montreal recently I had a talk with a railway man regarding success in the railway business. In the course of the conversation he said: "The important thing is to be in the right place at the right time."

This sounded very well when he said it, but in thinking of it afterwards I thought it a very weak conclusion. It is the theory of the waiting game. It involves relying upon circumstances. Successful men don't wait, and they don't rely upon being called. *They go.*

I don't want to underestimate the advantage of being in the right place at the right time; but I think it is far from being the important thing, and the man who thinks it is is likely to wait a long time.

As a matter of fact, the time and place have very little to do with success. The right man will succeed in any old place at any old time. It's up to every man to find his place and make it. If there is no opening, force one. Don't wait to be called—go. Don't wait to be discovered; get out and explore for yourself—and don't look for anything easy. The easy things have all been found long ago. It's new things and hard things that must engage our search.

What the world wants, what the world admires, and what the world rewards, is the man who does things, the man who has ideas, the man who strikes out on his

own lines—doesn't wait around, but goes after things—and gets them. And this is the sort of thing we want more of in our business. We want more men with ideas—who can suggest and carry out improvements in all departments of our work. We can use more ability whenever it is available. We are searching for it constantly. We want to move ahead faster, and the great thing we need to quicken the speed is more men of ability and capacity. We can use them in all departments—executive, manufacturing, selling, advertising, accounting. There is no lack of opportunity—the right time and the right place are here. Don't wait to be discovered—walk up and prove your case.

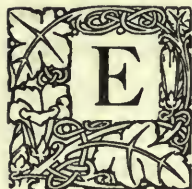
There's not much credit due when a thing is thrown at you and you pick it up. Being prepared is all right and necessary, but it's not enough.

I am sure any of our salesmen can take an order when a man wants the goods. I am sure any one of you can do a good trade when trade is good. But what we want in this business, and especially at this time, are men who can sell a man when he doesn't want to buy, men who can hunt up and secure trade—new trade when there isn't much doing, men who can make headway when others are slipping back. And I am pleased to say here, there are many of our boys—the majority of them—doing this very thing now. And it is enabling us to make gains when others are losing ground. We would like to see the few territories that are “off” pulled up; we would like to see every man to the good.

Don't let any man in the organization worry about being in the right place at the right time—just keep your eye on what you want, and work to it until you compel attention, and then prove your claim. Everything is open to you.

LEADERSHIP

[1904]



EVERY man likes to win—at something. Is it not so?

The love of victory is in every man's heart, and the greatest game in all the world is the game of success. Men's ideas of success may differ, but I believe every man desires it, and aims at it in some form or other. Winning success is a serious matter. It cannot be accomplished in an easy or offhand manner. Make up your mind to that at the start. It's strictly and painfully true—there's no royal road to the goal. It's a hard pull up hill, over a rocky if straight road all the way. You can't make it without climbing, nor without bruises. When you reach the top you may ride in your carriage or automobile, but you'll have no time or use for these on the way up. In the heat of the battle and in the stress of the struggle you must go unaided and alone. It's the only way and the best way. Success would possess no charm apart from the struggle. It's in winning out, in overcoming, in conquering, that the victor finds his joy.

Leadership is sought because it means success. Success is striven for because it means development and growth.

Every man should strive to be a leader in his line. He ought to be a leader sooner or later in something. He will be if he makes the most of himself. Every man has it in him, but alas, only a few get it out.

What's the reason? They quit too easily. They are unwilling to make the sacrifice of ease and comfort and pleasure. The cost is too great. They weaken at the price, and are content to take something easier and cheaper. And thus do they follow with the crowd in the rear, instead of marching at the front where the leaders point the way.

This concern of ours is a leader, thank goodness; and it is such because we have striven with all our might for the place. We can keep the leadership only by deserving it. If we weaken for a moment we will slip back. Let us remember this, and let it be the aim of each member of the staff to be a leader in his or her line.

REPUTATION

[1904]



THE great thing necessary to success in business, and in life for that matter, is to secure a reputation.

Once your reputation is made the rest is easy. Emerson said, "If a man writes a better book, preaches a better sermon or makes a better mousetrap than his neighbor, though he build his house in the woods the world will make a beaten path to his door."

Such is reputation. It's worth a mighty effort. It's no easy matter, however, making it. It's a hard, slow process. It requires much skill, great patience, and infinite persistence.

Reputation is the world's estimate of the man or the concern; and the world is suspicious and slow to appreciate or applaud but quick to condemn. It's a long hard pull up to a good reputation, and an easy, rapid fall down to a poor one.

There's no escaping judgment—and we're all found out sooner or later for exactly what we are; a faker may pass for a while, but he won't last.

In business it's the goods you sell and the methods you employ in selling them that establish your reputation. The highest reputation can only be gained by selling good goods by right methods.

Quality and value are the two things to keep constantly before you—high quality and good value. The best in anything at a fair price is the best value.

A workman can't do good work with poor tools, neither can a merchant gain a good reputation with poor goods. Don't try it. Stick to the best, and the best only. It pays in the long run—in profit and in satisfaction. As soon as the public know that they can depend upon everything that comes from your store your reputation is made and your success assured.

There are not many merchants who have the nerve to handle or sell only the best, neither are there many manufacturers of this order. The temptation to sell something cheap and inferior for immediate profit is too great for the majority—and away goes their reputation. They never amount to much. Their trade is a sort of catch-as-catch-can business—there's neither profit nor glory in it.

It's harder and slower at the start to build a business on quality, but when you get it, it sticks. It's something to be proud of, something you can become enthusiastic over, something you can put your heart into as well as your energy and ability.

How can a man get enthusiastic over cheap stuff, how can he put his heart into a make-shift? It's not possible, and if you can't put your heart into your business get out of it, and get into something you believe in, something you can swear by, something you delight in. It's being in love with your work that counts. There's a touch of the heart in every success—in every reputation.

PLUCK

[1905]



HIS little word of five letters stands for one of the most important qualifications necessary to victory in the everlasting struggle for supremacy that is constantly going on in this life.

Every man gets knocked out at times no matter how great his ultimate success, but no matter how greatly battered, pluck enables him to keep in the ring. Getting knocked out doesn't count as long as you don't stay out.

It's pluck that helps a fellow to "bob" up again and tackle anew with increased vigor and determination the hard proposition that confronts him.

"Pluck wins, it always wins,
Though days be slow and nights be dark,
'Twixt days that come and go.
Still pluck will win, its average is sure.
He gains the prize who can the most endure,
Who faces issues and who never shirks,
Who waits and watches and who always works."

Disappointments, perplexities, difficulties and failures come to every man. There's no escaping them. They are the test of strength and merit, they are the things that try our nerve and courage—they are the great developers of resource.

When everything goes wrong, when carefully laid plans are upset, when worries crowd in upon us and depression casts down our spirit almost to the depths

of despair, when failure seems to stare us in the face and all is dark ahead—then comes the test of pluck—then comes the fight for supremacy. Pluck at such a time means success, and the lack of it—failure.

These thoughts have come into my mind as I think of the trouble and difficulties that confront us all, but more especially the new men in our organization—the new men on the road who are out for the first time to sell our products.

This is not an easy business, it requires a strong man to succeed in it. The competition is keen, the other fellow usually has a lower price, a special concession, or a cheaper line to fall back on.

Our men have but “one quality, one label, and one price.” They must win out on these lines or fail. It’s often a hard proposition. Price, price, price is the cry, and it must be met, for we can’t sell our goods for more than they are worth.

But price is only the measure of value,—low price usually means poor value, and high price good value.

Nevertheless it’s no easy thing to convince your man, and so a hard, well directed effort often goes unrewarded.

But don’t give up. A plucky man never does. Go at it again with new energy and fresh enthusiasm, learn from every obstacle how to get over the next, keep up your nerve and you’ll win out in the end just as sure as day follows night.

ORGANIZATION

[1905]



ORGANIZATION is the chief factor in conducting business on a large scale. Organizing is systematizing.

This is the day of big things in business, and the increased knowledge in and development of system more than anything else, has made possible the gigantic commercial enterprises of this, the greatest commercial age of the world's history.

It is by the means of organization that a large, complex business of varied industries and numerous divisions and departments can be reduced to a system that insures its being conducted as a powerful single unit. It is by means of organization that it is possible to breathe into a vast business, with its thousands of employees, a policy that will unite and dominate it, so that its transactions are executed with the same promptness, courtesy, attention and ability that is rendered by the small individual business. In this manner it is possible to give to large affairs, that personal touch which is so much appreciated by those who deal with one another. In this number of *The SWP* we present a chart of our own organization, hoping it may interest our agents and add to their confidence in our ability to take care of their wants, and help them to further development of this business.

The paint business, in our opinion, has never been developed to anywhere near its possibilities. Paint makers, as a rule, are nothing more than mixers, grinders and users of other manufacturers' materials. They

are at the mercy of the great trusts, in whom the control of practically every important paint material lies. In the paint trade we have the lead trust, the zinc trust, the linseed oil trust, the tin can trust, and many less important combinations. It is, therefore, no easy matter for a paint manufacturer to gain an independent position and secure control of his own supplies. It requires large capital and a capable, well-trained business organization.

Such an organization is what we aim at and are fast acquiring. We already manufacture our own linseed oil, our own dry colors, our own varnishes, and many liquids of all kinds. We operate our own tin can factory, our own box factory, our own printing and binding establishment. We make our own paint mixing and tin can machinery, and erect very largely our own buildings. We employ a staff of chemists who are experts in color making, paint making and minerals. Within the past year we have become owners of one of the largest lead and zinc mines in the country, where we take from the earth the ore which is converted into zinc oxide at our own works. There is only one other maker of zinc oxide in this country outside ourselves.

These are some of the things we are now doing. There are a lot more we will do as fast as we can get to them. Our business has grown to be by far the largest of its kind in the world, but it is nothing compared with what we intend it shall be. The field is large and promising, and our ambition to develop it to the limit increases with our progress. In all things we aim to keep up to date, but we still believe in and rely

upon the old-fashioned policy of making a good article, selling it at a fair price and giving to our customers the best service and greatest help within our power. We stand for good goods, good value and good business, and are yours to command.

SALES THE LIFE BLOOD OF A BUSINESS

[1905]



SALES, sales, more sales is the business man's greatest problem. It's comparatively easy to buy, to make or to handle. The great trick of trade is selling—getting rid of the product at a profit.

A demand exists only for staple products, but there's no money to be made on such articles, because of the competition resulting from everyone handling them. You've got to go out and create a demand for something different and better than the staple article, if you want to make money. And this necessitates a good article, and a good proposition forcibly presented and persistently pushed. You've got to keep everlastingly at it with new ideas and new methods if you want to win out in a big way, and if you are in business at all you ought to be in it to make the most of it and yourself. Half-heartedness or halfway measures won't do. You must go the limit.

It's our aim and purpose to help you to the very best of our ability with this problem of more sales. We have for a number of years been systematically and persistently engaged in creating a large market for our products in the fall. We have already done a great deal to increase fall painting, which has resulted in more sales for all of us. This year we have spent more thought, more time and more money on our Fall Campaign plans than ever before. We are out for a

larger business than ever before. We have had to risk something in these extensive preparations, but we have faith in our ideas and confidence in securing the co-operation of our agents in carrying them out.

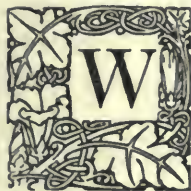
A plan is no good until worked. We have done our part in risking these extensive preparations, and we are positive they will bring results, both to you and to us, when put into effect. Now we want your enthusiastic co-operation. We want you to take hold of the proposition with us, and between us to work it out to a finish.

Remember, you can't increase your business any more than we can increase ours by sitting around waiting for people to come to you. You've got to go to them. You must make the advances, you must make the suggestions and do the urging if you want to get their business, and especially if you want to create new business.

You've got to show some enterprise and you've got to risk something. So take hold. Give our plans as outlined in this number of *The SWP* a good trial. Put into stock a reasonable amount of the goods we specially recommend for fall, adopt the methods suggested for pushing them. Brace up, get to work in real earnest, put new life into your fall work, and sales, more sales and greater profits will surely result.

PRACTICE, PRACTICE, PRACTICE

[1906]



WHEN in New York last I went to see the great Hippodrome, which is termed the largest playhouse in the world. I went to see it because the largest or best of anything is always interesting and attractive.

I was greatly impressed by what I saw. The immensity of the building, the mammoth stage, the excellent order and splendid system by which the vast machinery of the whole place is conducted, all command admiration.

Then, the entertainment itself was of most excellent character. All the performers were top-notchers in their line. There were feats of great strength and of great skill. There were wonderful acts of daring by fearless riders and venturesome acrobats. There was a marvelous exhibition of courage and skilful training by a woman who performed in a cage with twelve ferocious lions, and there were many other features, all of a masterly and dexterous nature.

The whole thing impressed me as a fine exhibition of the results of training and practice. I thought as I looked on with wrapt attention at act after act of these seemingly impossible things, that after all to the man who has sufficient of patience, endurance and perseverance to practice on and on, nothing is impossible.

These performers were experts in skill because of their ability to practice long enough and hard enough.

When we look at a great performance we think how

simple and easy. We forget the long, hard struggles that must have been patiently endured, the discouragements and failures that were met and overcome by persevering effort, before success was reached. The finished product always looks comparatively simple. When you see a thing done it appears easy. It's the training and the practice which we don't see that produces the result.

And so it is with every top-notchers in any line of work. He must train and practice day in and day out. He must go down to defeat at times, and find new courage to try again and again and again, until by sheer force of perseverance he finally overcomes all his obstacles and difficulties and marches straight to his aim. The road to success is hard and steep, but it's a fine thing to travel over it, and when you reach the top you will not begrudge the toil and effort of the trip, for there is nothing in this world so sweet as the rewards of labor. There is no satisfaction that equals that which comes from successful achievement. Every man should strive with all his might to be a top-notchers in his line. We were all meant to be top-notchers in something and we all have it in us to "make good."

Business is our vocation and success is the luminous star that points the way for our high ambition. We are top-notchers in our line, let us also be top-notchers in the greatest commercial organizations of all lines.

PROGRESS

[1906]



PROGRESS is development, and development is the purpose of life. Where there is no progress there is stagnation, and stagnation is death.

The great country in which we enjoy the privilege and good fortune of living is the most progressive in the world. No other country ever advanced so rapidly or so far. No other people have enjoyed such a measure of prosperity as the American people. Such is the atmosphere in which we live and work. It is as natural for our aggressive organization to progress as it is for us to breathe the invigorating air that sustains us.

Ambition is the great incentive to progress. It is the desire to excel, the eagerness to surpass old records and establish new ones, that fires the mind, quickens the pulse and prods the energy to attempt greater and higher achievements.

Imagination also plays a great part in the march of progress. The man of deeds is a man of vision.

We must first picture in our minds the aims we strive for. We must behold a vision of what we long to be. The plans for every great structure first exist in the mind of the architect before they find expression in the drawings on his chart. So the plans for our career, which is to be our life's work, must first be sketched by the imagination on the brain, then worked out and improved upon by the mind and at last realized in our

work. Too many work without plans or specifications—they never see the vision, and their structures are poor and shapeless and never enduring. As the plans, so the building. If the plans are crude and small, so will the building be. The great thing, therefore, is to plan big and broad and high and secure. Keep the plans ever before your eyes, work close to the specifications and keep building steadily and securely, bit by bit, until your structure rises to its full height and glory.

Such is the spirit of progress which animates the work of our organization, and some of the results of which are presented in this number of *The Chameleon* to attract your interest and encourage your efforts.

There is nothing so stimulating as progress. Every step forward gives new confidence and fresh encouragement to our aims and energy. And it is pleasant to feel that in making headway we increase the opportunities for advancement of those who march with us, as well as make room for larger numbers.

The illustrations in these pages indicate our progress for the year. They are the realization of only part of our plans. Our vision extends far beyond. The building of this business, as I have often said, is only well under way. The architects are constantly at work on new and larger plans and the builders are hard at their task, eager and happy in its execution.

WELL DONE, WELL DONE

[1906]



HIS month I feel like saying to every member of the staff, Well Done, Well Done, for we have just closed by far the greatest year in our history—greatest in sales, greatest in output, greatest in new construction, and what is more important still, greatest in the development and improvement of our organization.

We are stronger by far as a concrete, capable, business organization than we were a year ago. We have grown in efficiency as well as in size. We are better equipped to face the future than ever before.

In the year just past, not only have we made our high estimate, but we have exceeded it. Every man, I believe, has put forth his best efforts, and a great majority of the representatives have made the estimate they have worked so hard to reach. To these I offer my hearty congratulations, and to those who have fallen short I would say, don't be discouraged, keep up your nerve, and start in with greater determination than ever to make good this year. Remember,

“There's no defeat save from within;

) Unless you're beaten there you're bound to win.”

Life is a struggle, business is a race, and the rewards are reserved for the courageous, the enterprising and the persevering. The game is worth the candle every time. The great prize of success is worthy of our best, and it is within the reach of all.

These are great days in which to make a record. Never were possibilities and opportunities so favorable for men with the energy and determination to make the most of them. Reach out, reach up, take a strong hold, and lift yourself out of the crowd below into the high places reserved for the top-notchers. You'll never have a better time to do it than now.

We're proud of the record we have made, we're proud of the staff that has made it, and as we look forward into another business year, the prospects are exceedingly brilliant—the brightest we have ever known, and we anticipate with the keenest interest and strongest confidence working out new records in it.

TRAINING OF THE BOY



HE future depends upon our boys. The boy's future depends upon his training. The important thing is to get him started right.

If his career is destined to be business, care should be taken to start him in a line he has a liking for, and then to place him with a firm in this line that is managed on good principles and conducted by systematic up-to-date methods. The influence of good surroundings is of the highest importance at a time when a boy's ideas of business are being formed. Discipline and system should be instilled into him daily. They are the only safe foundation on which to build experience and ability.

Too much should not be expected in the way of results, by the boy, his employer or his parents, at the start. Training is slow, tedious and tiresome work. The lessons of patience, perseverance and pluck must be learned at this stage. If the training is good, never mind, stick to it. Master the job before you leave it. Don't be dissatisfied with your pay, or appear to be impatient to have it advanced. You are probably getting more out of the job than your employer is getting out of you. Show your eagerness to learn more, and do more than is expected of you, and the money question will take care of itself. If it doesn't you'll be ahead just the same, for knowledge and industry never have to wait long for a market.

Most parents or guardians judge a boy's success by

his earning power at the start. They think more of the amount he is earning in dollars, and less of what he is earning in knowledge and experience than they should. This often discourages the boy himself.

The training of boys should include encouragement, sympathy and appreciation as well as rigid discipline. They are learning and will make mistakes. We must have patience with them, and show them how to make the fewest number. A good piece of work and steady improvement should have its word of praise.

Our interest in the boy should extend beyond the office or factory hours. The manner in which they spend their time away from their work is as important as the work itself. The leisure hours should be spent in wholesome, helpful recreation. Good companions, good reading, regular hours will insure development, and the interested employer and parent can influence the boy in these directions. Keep them busy in wholesome occupation outside the office is the best way in which to insure their being in good form for the work inside the office.

Parents should keep in touch with the progress of the boy. Show an interest in their work. Most boys are enthusiastic over their business and take a pride in their house—encourage this spirit, be enthusiastic with them, foster the good fellowship and loyalty they feel. It is a great factor in business. The boy ought some day to become a proprietor—encourage him to aim at the topmost place.

Manners and appearance count big in a boy's progress. He should be bright, willing, cheerful, always

polite, and always neat and tidy. He will make friends if he is obliging and ready at all times to help, whether the work may be his or not.

The boys of today are the men of tomorrow. Their opportunities are greater than any that have preceded them. Business is a race, and only those who *train* for it need hope to win.

THE RELATION OF ADVERTISING TO THE COST OF GOODS



GOOD advertising does not make goods more expensive. Good advertising will lower the cost of doing business, and if it does not do this it is not good advertising. I want everybody to feel perfectly satisfied on this point.

We are often thus accused of making our prices high on account of our advertising.

The fact is, if we did not do so much advertising and do it so well, our prices would have to be higher.

To me, a proposition to increase advertising expenditures, or let us say, to do better advertising in order to lower prices, would be more practical than a proposition to do less advertising to accomplish the same object.

Our advertising expenditure, while it is large in dollars and cents, is very low in percentage to sales. Such results are what we aim to achieve in this department, and they are largely dependent upon the character of the advertising and the care with which it is put into effect.

Take as an illustration a man who is doing a business of \$100,000 per annum, and let us suppose his expenses are \$25,000, which is 25 per cent to his sales. He wishes to increase this business and he decides to advertise. Let us suppose that he decides on an expenditure for this purpose of \$7,500 per annum. His

expenses are then increased to \$32,500. By this expenditure, let us suppose, he is able to increase his sales to \$130,000 and at this rate his expenses with advertising added would amount to same percentage as before, namely 25 per cent. He has not increased the percentage of his expense and has sold \$30,000 more goods, and if his net profit was 5 per cent, he has increased his net earnings by \$1,500. The amount I have named for advertising such a business should bring even larger results.

What I want to make plain is that advertising well done does not increase expenses, but will lower them. This is the way we figure in our business.

We watch the results in a very thorough and careful manner. Each division and every department is charged with the amount of the advertising, and the amount spent in this way is constantly compared with the sales. If the sales warrant the expenditure, it is all right, but if the results are not forthcoming, then there is something wrong.

An advertising report is furnished by each division monthly. It shows the cost of each different line of advertising for each line of goods. It shows the amount of advertising used and the amount on hand, and it shows the total amount compared with the total sales. It takes a great deal of time and money to get up this report, but only in this way are we able to watch results and determine what is profitable and what is not.

This Company is not going to throw away any money on advertising if it can help it.

Our advertising has been a great help in building up this large business and it has enabled us to increase our output and give us as low a cost as we can expect.

It has frequently been stated that The Sherwin-Williams Co. charges higher prices for its goods because of the money it spends for the benefit of its employees, such as the work we are doing here in the way of lunch rooms, etc.

It has been said that the dealer pays for this. I wish to state emphatically that there is not a cent spent in this way that is charged into the cost of our goods.

This work is all paid for out of the net profits of the business by the shareholders of the Company. If the shareholders are willing to do this, I think it is to their credit and that they should not be taken to task for it.

We certainly would not fool ourselves for one minute figuring such expenses into our costs. Our costs are figured in a most careful manner, and we aim to put you in a position as good, if not better, than any other concern in the business.

THE FOUR-LEGGED STOOL



OME time ago I read some remarks that Mr. Andrew Carnegie made before his workmen, in which he compared a successful business to a three-legged stool, and called the three legs capital, labor and business ability, but I thought at the time that a three-legged stool was not the most secure or the safest kind of a stool, and that he might have added to its strength by putting on another leg, and that leg I would call "Co-Operation." Of what good is capital, labor and business ability without co-operation. So I suggest that we have a four-legged stool, and who knows but that we may in time even surpass the enormous record of Andrew Carnegie in his business. These are days of advancement and improvement in all things. This is a progressive country and this is a progressive organization, so I don't see any reason why we should not go ahead as we have done in the last few years, making such wonderful gains, and this we can only do by your help.

SHERWIN-WILLIAMS
CODE OF PRINCIPLES

1. To win on our merits.
2. To be the best and largest concern of the kind in the world.
3. To be broad and liberal as well as aggressive in our policy and methods.
4. To take a pride in our institution.
5. To be loyal to the Company and to each other.
6. To foster good fellowship among ourselves, and to take pleasure as well as profit out of our work.
7. To strive constantly for the improvement and advancement of the business and ourselves.
8. To be considerate, polite and courteous in all our dealings within and without the Company.
9. To be high toned in everything, everywhere.
10. To grow in knowledge and character as well as in size.

IMPORTANCE OF HEALTH TO SUCCESS

[1907]



FOR a long time I have wanted to write something about the importance of health, and its effect on our work. I think in the hurry and rush of our strenuous lives we often fail to appreciate how great a factor health is in making the most of our careers.

Many of us are burning the candle at both ends, and if we don't look out the candle will soon be completely extinguished. And that is not the only danger. When health is abused, we can neither produce the best results in our work, nor enjoy the benefits thereof.

To work right we must feel right.

Snap and vim, which have in them a touch of inspiration, are produced by the enthusiasm that is generated by the exuberance of health. They are the things that make work a delight, and life a pleasure.

That tired, jaded, depressed, worn-out feeling comes from abused health. It makes every effort a trying exertion, and produces nothing worth while. It makes life a burden for ourselves—and for others. In the end it means failure. A healthy mind in a healthy body is the greatest requisite to the highest development of our powers. The mind generates thought, thought generates ideas, and ideas are the mainspring of action.

"As a man thinketh so is he," the proverb says.

And we are told that the qualifications of the mind are chiefly influenced by the constitution of the body. A man can't think high and mighty things if his feelings are low and his spirit broken. It surely behooves us, then, to have a care for the strength of our bodies, and the health of our minds, and so keep our motive power keyed up to the highest pitch. It's by far the most important thing we can do.

The first rule of health is "Know thyself." Find out your capacity and your limitations in all things, and work and live within them. Learn how to eat and drink properly. Take sufficient rest and recreation. Treat yourself as the engineer treats his engine, or as a careful trainer cares for the horse he prepares for the race, for we need the efficiency of the engine, and the speed of the race horse, if we are to be prize winners in the great race of the world—the successful life.

When we have learned the first lesson, "Know thyself," the second is "Control thyself." And this is the hardest. It is so much easier to give way to self-indulgence, it is so much pleasanter to cater to the cravings of the taste and our natural inclinations, than to follow and adhere to the dictates of judgment, that we generally sacrifice sound sense to the pleasures of the moment.

Napoleon was asked by his physician at St. Helena if he could undergo a certain severe treatment which had become necessary to the preservation of his health, and he quickly replied that he could do so without

trouble, as all his life he had made it a rule to make his body subject to his will. That's the important thing—to make our bodies subject to our wills. The man who can do it is master of himself. He is a real conqueror, trained and capable of other victories.

WHAT BUSINESS MEANS TO ME

[1907]



BUSINESS is the Great Game—Because of the Spirit of War and Conquest, the Element of Personal Leadership, the Constant Goal of Progress which it Holds Out to the Player.

Business is warfare. It is a hard, constant fight to the finish. The moment a contestant enters the field of commerce he is challenged by a host of competitors. All his movements are disputed and opposed by those already in possession of the field. He must fight to live. He must conquer to succeed.

So it is that a man of business is like a soldier of the regiment. And like the well-trained soldier who delights in the clamor of battle, the enterprising business man is eager for the struggle of competition. He likes the excitement of contending for supremacy. He delights to overcome those who oppose him and he finds genuine pleasure in outwitting his rivals.

It is this spirit of rivalry that sharpens a man's intellect and spurs on his energy. And unless a man is possessed of this desire to overcome, to surpass, to stand first in his line, he can never hope to carry the day, he will never succeed in the fight.

Profit, which is the reward of industry and ability in business, is not the sole object and consideration that actuates the really successful man. The love of gain cannot inspire him to the highest endeavor. There must be something greater, something more

enduring to call forth his supreme efforts and satisfy his ambition. And that something is the same spirit that is possessed by the men of war who go into battle to do or die—who fight to win and forget all else.

Every man likes to win—at something. Is it not so? The love of victory is in every man's heart, and the greatest game in all the world is the game of success. Men's ideas of success may differ, but I believe every man desires it, and aims at it in some form or other.

Winning success is a serious matter. It cannot be accomplished in an easy or offhand manner. It's strictly and painfully true—there's no royal road to the goal. It's a hard pull up hill, over a rocky if straight road all the way. You can't make it without climbing, nor without bruises. When you reach the top you may ride in your carriage or automobile, but you'll have no time or use for these on the way up. In the heat of the battle and in the stress of the struggle you must go unaided and alone.

It's the only way and the best way. Success would possess no charm apart from the struggle. It's in the winning hour, in overcoming, in conquering, that the victor finds his joy.

Progress is development, and development is the purpose of life. Where there is no progress there is stagnation, and stagnation is death. The great country in which we enjoy the privilege and good fortune of living is the most progressive in the world. No other country ever advanced so rapidly or so far. No other people have enjoyed such a measure of prosperity as the American people. Such is the atmosphere in

which we live and work. It is as natural for our aggressive organization to progress as it is for us to breathe the invigorating air that sustains us.

Ambition is the great incentive to progress. It is the desire to excel, the eagerness to surpass old records and establish new ones, that fires the mind, quickens the pulse and prods the energy to attempt greater achievements.

Imagination also plays a great part in the march of progress. The man of deeds is a man of vision. We must first picture in our minds the aims we strive for. We must behold a vision of what we long to be. The plans for every great structure first exist in the mind of the architect before they find expression in the drawings of his chart. So the plans for our career, which is to be our life's work, must first be stretched by the imagination on the brain, then worked out by the mind and at last realized in our work.

Too many work without plans or specifications—they never see the vision and their structures are poor and shapeless and never enduring. As the plans, so the building. If the plans are crude and small, so will the building be.

The great thing, therefore, is to plan big and broad and high and secure. Keep the plans ever before your eyes, work close to the specifications and keep building steadily and securely, bit by bit, until your structure rises to its full height and glory.

HOME AGAIN

[1907]



HIS is a world of compensations. For every hardship, disappointment or discouragement there is an offset. One of the compensations of absence from home and separation from friends, is the pleasure of returning. And in my experience, the longer the absence the greater is the pleasure of coming back.

I have been away from home more than three months, engaged in the strenuous but interesting work of developing and building up our English organization. I would have remained longer but, to tell the truth, I couldn't. I was restless to get back and take a hand in the splendid progress of the Spring Campaign.

I can hardly express the great pleasure I feel at being once more in direct touch with all departments of our aggressive home organization, and to find everyone full of the old-time energy, cheerfulness and enthusiasm which has been such a factor in making our institution the greatest of the kind in the world.

While still far out on the ocean I received by means of the wonderful wireless telegraphy a message of greeting from the staff of the Atlantic Coast District. Before the steamer had docked I received letters telling of many new records made in the business, and on the dock I found friends to meet me, all with good news of our progress. At the hotel a telegram was handed me announcing that the previous week had been the top-notch in volume of any in our history. When I

reached the Cleveland plant the welcome sight of the grand old flag flying in the breeze met my gaze, and I thought what a pleasant thing it is to be remembered. I felt then the compensation for absence.

Is it therefore any wonder that it was with feelings of genuine pleasure and enthusiasm that I dove once more into the work at headquarters, and may I not be pardoned for having indulged a feeling of great pride in having a part in our magnificent enterprise? Every time I come back I feel prouder of it.

No feelings have stirred me more on my return than those of gratitude to all my friends and colleagues in this business for the exceptional records piled up in the past few months. It's a fine thing to come back to such a cheerful atmosphere, and find that the business you are interested in goes on even better when you are away than when you are at home. One of our directors said to me if I would only stay away longer we would make still greater records, and I don't doubt it; but, nevertheless, I want to be around. I don't want to miss the inspiration that is generated by successful work and progress.

Let me now congratulate most heartily, and thank most sincerely, the staff in all departments, divisions and districts for the magnificent results accomplished in the new campaign. I know full well they have been produced by hard work and by faithful, loyal effort. We have not lost the knack of making progress. We have not been spoiled by success, for the same eager desire to make new records, and to continue through

merit our leadership, stimulates all our activities. Competition is lively, but the keen spirit of the top-notchers is in our veins, and we are constantly drawing farther away from our ambitious rivals. We challenge the world and fear nothing.

STAYING POWER

[1907]



THE man who is going to win in his fight for success must be a stayer. He must possess courage, endurance and grit to go against and overcome the innumerable disappointments, discouragements and difficulties that beset his path.

Many enter the race full of confidence and hope, and they strike a good gait for a while, and everything looks bright ahead. They make great plans, indulge high aims and ideals, but the wear and tear of friction, the worry and trouble of opposition, inseparable from great exertion and large independent achievements, are too much for them. They can't stand the strain. They fret and worry and weaken, and at last throw up the sponge, disappointed, disgruntled—beaten.

"What's the use?" they exclaim. "The game's not worth the candle."

Here comes the test of staying power, the test of the struggle with self. There's a way out of every difficulty, a way to surmount every obstacle. It's up to us at such a time to find it and make good. Don't look for or expect relief outside yourself. It's strictly a personal affair. In any case, don't give up the fight. Rub up your dimmed eyes, stir up your tired intellect, clear your vision so you can once more look steadily on your aim. You are in danger if you lose sight of it. You're hopeless if you give up the fight.

“A little more persistence, courage, vim,
Success will dawn o’er fortune’s cloudy rim.
There’s no defeat, in truth, save from within,
Unless you’re beaten there you’re bound to win.”

This business of ours is a strenuous one, and every little while I hear of some promising one—tired of the struggle, dropping out, and nothing disappoints me more, for we want the promising ones to stay and make good.

Sometimes I wonder if the pace is not getting too swift, and if we are wrong in putting so much effort into our work—but I can’t believe it. We might just as well say that the great man who operates from the White House at Washington, and sets the pace for us all, is wrong. We are but following his inspiring example.

Hang on. Hang on. It is worth while.

COURTESY IN BUSINESS

[1907]



IN the tremendous haste and bustle with which business in these strenuous days is transacted there is, I think, a natural tendency to overlook that courtesy and politeness which were more common in the earlier days when business was done on a smaller scale and in a quieter way.

The tendency when one is busy is to be short and impatient, if not gruff and rude. We are inclined in the rush of our work to feel there is no time for the formalities of politeness and courtesy. But this is a great mistake. Courtesy and politeness should never be wanting under any conditions. They are appreciated by everyone, and stamp at once the character of the man.

There is really no excuse for a lack of courtesy in business, for business is largely a matter of good-will and confidence; and courtesy promotes good-will and inspires confidence—and it costs nothing. Everyone can be attentive, considerate and polite towards those with whom they come in contact. It's a matter of habit; and we who are in business should make it our business to acquire the habit. We should at all times strive to please. It is not enough to be civil.

I am sometimes afraid that in our busy offices, where everyone is rushed with the large amount of work that daily presses upon us, we are in danger of overlooking this important matter of courtesy which should be

shown to all with whom we come in contact in our work, whether it be by personal touch, telephone or correspondence.

I sometimes hear complaints of our telephone service or of lack of courteous attention to customers and strangers calling on us. I know these complaints are often not well founded. But I am afraid we are sometimes guilty, and it's no wonder, when, by reason of our rapid growth, we are constantly adding new, untrained help; and because of the strenuousness of our work we are so much rushed. But let us be careful—better go slower if necessary than lose the good reputation we have enjoyed as a business house for courtesy in our dealings. Let us by all means keep up the standard, and strive to improve on it.

The best way to form the habit of courtesy in business is to practice it in our homes, among our friends and associates—everywhere. I tell you the man who can acquire a pleasing, affable manner and a cheerful, courteous disposition has a great advantage over the one who lacks these things. And it's the same with a business. The concern that does its business not only fairly, but pleasantly and courteously, holds its old friends and attracts new ones. The service must be good and of high quality, as well as the products. Let us remember this in all our work, so we may become just as jealous of our reputation for courtesy and politeness, within and without the Company, as we are of our reputation for the quality of our goods.

MARCHING ORDERS

[1907]



THE way to get business is to go after it." This is to be the battle cry of the delayed campaign about to begin, and these are your marching orders.

We will commence January 6th the fight of our lives. We have been in enforced idleness for two months, and we want to make it up, and I believe we can. Attached to this bulletin you will find our views of the recent upheaval in business. We have come to the conclusion that the time has arrived *for action*; and I never was more confident of anything in my life than I am that now the command has been given we will make good. We *must* make good. The conditions *warrant* our making good.

We have left our trade alone for two months, and their stocks have been running down. It's time they got ready, as well as we, for the trade that can be had by going after it *right*. We don't deny it may be a little harder to get for a while, because of the lack of courage and confidence that will continue to afflict the timid for a time, but it's up to you, by your own confidence, energy and enthusiasm, backed by knowledge and intelligence, to inject sufficient nerve into your trade to induce their usual liberal orders.

We don't want to unduly load any man, but we feel our agents are warranted in anticipating their wants *now*, as we are likely to be crowded in our factories in the Spring on account of the time we have lost. We are confident there is no prospect of lower prices, for

the profits of the paint trade last year were the lowest we have any record of, and any reductions in raw materials will be needed to restore reasonable margins. With a good demand linseed oil will be higher, as the 1907 flax crop is not nearly as large as was expected. The decline in white lead is unimportant, and it is not likely to go lower. There has been no reduction in the price of zinc oxide. We have absolutely no idea of reducing prices, as our margin of profit based on present market prices will not permit it.

Our goods are better than ever they were, and our proposition is stronger than ever it was. We are ready to help you and to help our agents to the fullest extent of our ability and capacity. We are dead in earnest in our intention and determination to make the 1908 campaign the greatest of them all. It can't be done by talking or "hot air." We know that; and this bulletin will not count for anything unless backed by action. I cannot go into details of our plans in this limited space, but they will be revealed to you through the proper channels as we move along in the march.

We are very much alive to the needs of the times, and you can count on us, and so can your agents, to help you in your work. Do your part, and we'll do ours. Clean up the territories as you go. Work every possibility with your old-time eagerness and energy, and we'll take the chances on the results; but *results we must have*. This is a time when every man must be a *producer*. We cannot carry any "dead loads" this year. Every worker must be a *live* one, and we hope to keep the ranks unbroken.

Now I might write pages and quote endless figures to show *why* and *how* we can make good our aims, but I believe you gentlemen are posted and I believe you know what we expect of you; and I am going to put my faith in you, and as I have never been disappointed in you in the past, I am sure I won't be now. *Go out and do your best*, and you are *sure* to win; and may your work be pleasant and the year a happy one is my sincere wish to you all.

THE RECENT PANIC

1908]



AMERICA is a great and an extraordinary country. Whatever she does, she does in a big way. No other country has ever done as many big and extraordinary things as she has. When she goes in for a panic it's a good one; not a little flurry, not a little storm, but a good, stiff hurricane—one worthy of her vastness and her gigantic force.

Big storms, while extremely severe at the time, don't last long. They usually leave some wreckage behind, it's true, but the worst is soon over. The clouds quickly pass and the sun shines for all once more, and we feel better for it and appreciate more fully the daily blessings we enjoy.

The great financial hurricane that has swept across the land is over. It will take a little time to clear away the debris, but not long, for the wreckage has not been great, and the warm sun of prosperity will soon repair what damage has been done.

Let me repeat, America is a great country, and always does big and extraordinary things—this is the proof of her genius; and just as the panic stunned us all with its fearful suddenness and frightful severity, I believe, now that it has passed, we will have an exhibition of the country's great stability and recuperative powers that will astonish the world as much as the panic did.

It is idle to say there was no reason for the financial disturbance that has dislocated the trade of the

country. It is senseless to blame any one man or any one thing for it. The truth of the matter is the country has been over-trading, by reason of too rapid expansion. The growth of business has been out of proportion to the increase in currency. There has been more business than money. The funds were not sufficient to go around, and the only way to make the money go around was to reduce the need of it, and that had to come through liquidation. Liquidation revealed the weak spots; then the crash came; confidence was shattered, and the universal mistrust that followed led to hoarding. Money, which lubricates the wheels of commerce, having dried up, the wheels had to stop.

We have had two months of liquidation, and values are now down to a point where people are willing to take hold again. Money is slowly seeking its proper functions once more, and only requires to be encouraged to come forth in volumes. The great restorative is confidence, and confidence can only be created by the exercise of sane and safe business methods. The big financial men of the country know this, and I believe all business will now be done on a sounder basis than ever before.

Remember, this has been a money panic, not a hard times panic. We have suffered not from want of business, but from too much business. We have seen that too great prosperity can wreck trade, as it often does an individual; and he is a thoughtless business man who fails to learn the lesson.

I can say for our Company, we believe the worst is

over. We believe there will be a steady progress towards complete recovery. Our belief is based on the fact that values are again down to reasonable figures and that there is now more money in the country than ever before. Our vast crops, the most valuable in the history of the country, are being marketed at high prices; our exports are growing in greater proportion to imports; and the balance of foreign trade is greatly in our favor. Confidence is rapidly being restored. The country is not only as sound as ever it was, but sounder.

There can be no better proof of great stability of the nation than the splendid way in which it has come through the terrific storm that has swept over it. The genius of the American business men has been equal to the strain, and it will be equal to the task of recovering from its effects.

It's up to every patriotic, enterprising business man and concern to do their part in restoring confidence, by taking up once more in an active and intelligent manner the work that has been temporarily interrupted. This done, conditions will soon become normal, and that prosperity which we have long been accustomed to and which is the fair reward of energy and ability in a wonderfully productive land, will soon become general again and stir us to new and greater achievements.

This Company is going to do its part.

GREAT FIGHTERS

[1908]



THE whole world admires a fighter. We can't help admiring even a man whose cause may not be the best, but who stands up like a warrior, faces the issues that confront him, and fights with boldness and courage until he conquers—or dies in the attempt. Courage invincible is a magnificent quality. Strife and struggle are the common lot of man. Ability and endurance to conquer decide success.

On January the sixth, we of this fighting organization started out to make the "fight of our lives." We well knew it was no skirmish that was ahead of us, but a fight to a finish. We're still in the fight—in the very thick of it—and we're gaining ground fast. We see nothing ahead but victory; and will never leave the field of battle until we have wrested from her fairly the conqueror's crown.

This has been the spirit of our campaign thus far, and will continue to be, I am sure, to the end. It's the only thing that will bring us through successfully this year, for the fight is hard enough—no denying that; but we're gaining ground steadily and surely, and we're proud of the men at the front. There have been no "quitters" so far, and we want to see every man "in at the finish." There have been but few "squealers." Every man seems to understand this is not a time for excuses, or even for explanations. We know about the difficulties—they're severe. What we

want to do is to overcome them. The work is there. It must be done. It's up to us to do it.

The men who are doing it are not talking or writing—they have no time. Let me tell you the workers are not all at the front. The home guard are at it early and late, scheming, planning and working to follow up every inch of ground gained. Nothing is getting past us. Send along the orders, and, when you can't send these, give us some prospect to work on, and if there's a shadow of a chance I'll guarantee we'll land him sooner or later.

We still hear of pessimists and croakers, but I don't know of any in this organization. If you're looking for condolence, we're a poor crowd to come to; but if you seek encouragement, we can hand it out to you, for we're optimists, enthusiasts and boosters all. Keep up the fight, and take pleasure in your work. There's nothing can compare with the joy of winning out against heavy odds. Remember again, "A dead fish can float with the stream, but it takes a live one to swim against it."

MEDIOCRITY

[1908]



It isn't often that I use large or unusual words, as I am a great believer in the short, simple ones. They seem to me to express in the clearest and most forcible manner the thoughts we wish to give utterance to. However, I don't know of any other word that defines so well what I want to write about as the one that stands at the head of this article.

Mediocrity means a middle state or degree. It means average, or a little less than average. A mediocre person is one of moderate capacity or ability—of little note or repute.

The greatest stumbling block to development of capacity and ability is the contentment of men and women with mediocrity. They are satisfied if they reach average conditions. They're not willing to put forth that extra effort necessary to pull away from the crowd—to rise above the average. They become tired of the struggle and cry out pitifully, "What's the use? What's the good? I'm not going to kill myself trying to get ahead further—I'm doing well enough."

Poor souls. They fail to realize that the only real satisfaction in life is growth and progress; that the whole purpose of life is self-development; that when we give up the struggle we invite decay. We deceive ourselves if we imagine happiness is to be found in ease or comfort or idleness. It lies in the desire and

effort for improvement—in equipping ourselves for bigger and greater things.

When I speak of growth and development, I do not mean simply material advancement, making of more dollars, or acquiring of more fame. I mean the development of all our powers; I mean the making of a career; the building of a personality. These are the only things worthy of our finest efforts. No, my friends, mediocrity won't do. It falls short. It fails to satisfy. Reach out. Strike high. Strike for supremacy.

I am glad to think our Company is not in the mediocre class. I am glad we have been equal to the task of pulling away from the crowd. We enjoy the top-most place in our line, but we have no right to be satisfied, for, after all, compared with the great corporations at the head of other industries, such as steel, or transportation, or sugar, or tobacco, our achievements are comparatively small.

I have always had unlimited faith in the paint and varnish business. There is no reason why we should not develop it into one of the very greatest industries of the country. We shouldn't be satisfied until we do. The field is open. The possibilities are vast. It's entirely a matter of intelligent, persistent work, efficiently organized and directed. It depends upon ourselves, and by far the most important element in our work is to keep alive in our organization the spirit of development, progress and improvement, and to stamp out self-satisfaction. As long as we grow better we

will become greater. Let merit in all things be the guide of our ambition and there will be no danger of our becoming satisfied with mediocrity in anything. I can't imagine an out-and-out, genuine Sherwin-Williams man with ambition so limited that he would be satisfied with mere mediocrity. Can you?

THE SUCCESS OF OUR GREATEST CAMPAIGN

[1908]



Our Panic Campaign draws to a close. I cannot help but reflect on the immense amount of ground we have covered and the splendid achievements we have accomplished in the face of many obstinate difficulties, since we took up the fight on January 6th last.

I will never forget the great start we made on that date, and the magnificent response of the men in the field to my bulletin, "Marching Orders." I well remember how eager and anxious we were for the fray—how ready to make the fight of our lives. We were positive we could make good and every man, I believe, was delighted with the opportunity to show by deeds our great pride in the institution we have all worked so hard to establish on a sound and creditable basis. It was a grand occasion and a great opportunity for a fighting force like ours, and we went at it with that "do or die" spirit which always wins.

As I look back at it all now I feel proud of our organization, and I can truthfully say that, notwithstanding many difficulties, some disappointments and considerable anxiety, I have enjoyed it immensely and am thankful to say at the finish of it, I never felt better in my life.

I want to sincerely thank the men in the field and the staff at home for their splendid work. With all my

heart I say, well done, well done. You've made good and we're proud of you.

I have never seen anything like such application, such perseverance, courage and loyalty in all my business experience, and I want to tell you that what you have done and the way you did it has raised the reputation and the general standing of our grand old Company immeasurably. The fine record we have made in these difficult times has justified the confidence of our friends and supporters and has called forth the admiration of all who know us. Our position in the world of commerce, because of our plucky and successful fight, is stronger and surer than ever it was, and we are going to do bigger and greater things in the near future than we have done in the past.

I am happy to think we have been able to keep the staff practically unbroken, and I am glad now that the prospects are so much brighter; we can look forward to more favorable conditions and the return of the good days of prosperity; and I am sure we will never be unmindful of the magnificent service so willingly and enthusiastically rendered.

The old campaign is over and plans for a new one are already made. I leave it to others to outline them to you, feeling sure in this case, as always, that you will respond with the best that is in you, and that new and larger success will crown our further efforts.

With best wishes, and looking forward with great pleasure and high expectations to joining the campaign on my return to headquarters in the Fall.

BUSINESS ABILITY



HERE are two kinds of ability, natural ability and acquired ability. I have more faith in the latter than the former on the principle that what comes easy, goes easy, and what you get by hard knocks usually sticks. It is a fortunate thing for the majority of us that ability can be acquired. It is gained by experience and study, by doing things over and over again and watching the results, by learning how not to make the same mistake twice, and how to follow up and develop each successful action. The very best way to get ability is to do thoroughly whatever you do. Master every detail of each piece of work that falls to your lot. Really the genius of success is nothing more than doing *well* whatever you do. If this rule is followed you cannot fail to develop ability of some kind, and how great your ability becomes is largely dependent upon your capacity for learning. But remember this, it is much better and vastly more profitable to know how to do a few things well than to do a great many things indifferently. Be a specialist in something, and then take on, besides, all you can. It is the man who learns to do some one thing better than it has ever been done before who wins the prize. Practice, constant practice, is the only way to acquire sound business ability.

With practice and experience come good judgment. Good business judgment is nothing more than applying to your work the sound principles you have learned

by hard experience. There's not much chance for a man to display judgment unless he has been through the mill himself. I believe there is such a thing as business instinct, by which some men seem to know intuitively the right decision and the psychological moment for action. But I also believe that this power can be acquired by studious experience. The very best way to gain business ability is to dig deep down into every transaction you handle, and find out the reason for it. Investigate, analyze, study. Do not be content to do things by rule alone; know the why and the wherefore of them. Master every position which you occupy and learn as much as you can about the one just ahead of you. Let your watchwords be: Development, improvement, progress. Take stock of yourself very frequently, and find out if you are developing, improving and getting ahead, and if you are not, find out the reason and do not blame any one but yourself, for development and improvement depend upon yourself, and yourself alone. Get these things into line and nothing will stop your progress, for in business the demand for exceptional ability is always greater than the supply.

My faith in man's ability to learn is so great I believe with energy and perseverance he can fit himself for any kind of position. I believe he can be practically what he wants to be, *if he is willing to pay the price*. Great success demands a great price. The things worth having in this world all command high prices, and must be striven for. It is through tremendous striving that we develop. If there was nothing to strive for

we would not exert ourselves, and without exertion there would be no development, no growth.

Ability is the award of patient, tireless, dogged perseverance. Its acquirement is worth a mighty effort, for it is by the exercise of it that men gain power, fame and riches in business.

A great aid in acquiring business ability is to study successful men and successful methods. There's a reason for every man's success, and a knowledge of how the great men of business—the captains of industry—have won their positions cannot fail to interest as well as instruct those who indulge an ambition to follow in their footsteps. The more you study the biographies of successful men and their methods, the better you will understand that there is less of genius and mystery in their make-up and more of every-day common sense and hard work than is generally thought.

In the development of one's business ability, it is important to ascertain as early as possible your natural points of strength, so you can work in that direction. Most men are cut out for some one particular kind of work more than another, and a man's best chance is to follow the career for which nature intended him. And remember always that it is better to be a success in something, even if it is short of your desires, than to attempt more than you are capable of and fail at it. Human effort has its limitations, and that man is the wisest who finds his limits and succeeds within them, rather than to aim at something outside his range which he can never reach. When a man has made the most

of what he is, he has won success, and nothing short of it should satisfy him.

In business watch your competitors. Never for an instant allow yourself to entertain the idea that you are above or superior to competition. The successful general is the one who rather over-estimates than under-estimates the strength of the enemy, and prepares for the worst. No one man or concern has a monopoly of all the best brains and methods. He is a mighty smart one who can acquire a little more than the average. Let competition be an incentive to your energy and ambition. Give the other fellow a fair, square deal and beat him out on your merits.

THE TITLE OF "PRESIDENT"

[1909]



WHILE there really is no change in the duties of the office, in working under the title of President I can't help but feel an added pride mingled with a deep sense of responsibility in connection with my work.

My pride is great because I regard the position the highest in the paint and varnish field of the world, and it's one that long ago I solemnly resolved to some day reach.

The responsibility I feel heaviest is maintaining the high reputation our Company has enjoyed under the guidance and presidency of the honored and beloved founder of the business, Mr. Sherwin. That good reputation I have resolved must be preserved above everything, and it will give me greater happiness than anything else if I can add even a little to it.

It's an easy enough matter to go on increasing sales, building new plants, establishing and developing new auxiliaries, and making more money. All this I am very certain we can do, for we have one of the finest business organizations in the world; but it becomes constantly more difficult as a business grows to large proportions to maintain it on a meritorious and creditable basis. Success so often and so easily spoils us; we become too self-confident, too self-sufficient and, will I say, too grasping and selfish.

These, then, are the things that we must guard

against in the rapid pace at which we are forging ahead. I don't want to slacken the pace. I believe in the strenuous life, and I want to see the business and all who are contributing to its welfare go on and develop to the greatest possible extent,—but only on the basis of our growing better as well as larger.

My fondest desire for this business is that it shall more and more become an institution that will afford the largest number of people we can employ a place where they will secure a good, sound business training that will help them to make of their lives a genuine success.

There is another thought I like to indulge, and that is that just as a man finds his greatest happiness in a good home, I like to feel that those who work with this Company shall find here their next greatest happiness, because of its being a good Company.

One of the difficulties I have always felt in corporation management is the fact that the management is obliged to serve two interests, which, while they should be mutual, are not always so—the stockholders and the staff. The stockholders want the largest dividends, and the staff the largest compensation. A fair and just regulation of these two factors is the most difficult feature, in my opinion, of corporation management.

Personally, I feel when the staff is fairly treated the stockholders are best served, and I wish all to know that we aim to treat the staff with consideration and fairness at all times; and by that I mean providing pleasant and agreeable surroundings and a fair reward

to each on his or her individual merits. The merit system is the only one I believe in, and I would like every one to feel that they require no pull other than their own merit to progress in the service.

I would like also to have those who are growing old in the service, and have done and are doing faithful work, feel that when their strength fails them the management will not desert them.

And now I would just like to add that I will devote myself earnestly to the task of filling this office in a manner fair alike to the stockholders and the staff. I will do all I can to keep up, and improve where possible, the quality of our products, and in striving to turn out the best paints and varnishes and other materials in our line I hope we will also turn out, what is far more important, the best men and women in our line.

Knowing well it's not possible to please everyone, I'll strive to do my best without fear or favor for all, and I ask everyone in the organization for indulgence in my weaknesses and support in my efforts to preserve and enhance the good name of our Company.

THE FIGHT IS ON

[1910]



AFTER the best holiday I have ever had in my life, I have returned to my work on this side of the Atlantic with renewed vigor, increased energy, and with no loss of enthusiasm.

We are all ready to wage the hottest and the greatest campaign for business that we have ever been engaged in. That we will win out with new records and new honors there is not the shadow of a doubt.

Difficulties confront us, that is sure; but they are not by any means insurmountable. They must be carefully studied and a definite, effective plan laid to meet and master them. We must bring to bear on the present problems all our intelligence, all our ability, all our energy and all our facilities, and keep at our work with undiminished confidence and genuine enthusiasm.

After all, the only real obstacle in our way is high prices. These high prices are not the result of manipulation or combination. They have been produced by natural causes. No one is to blame for them. The supply of flaxseed is short the world over, and the demand is large. The high prices are here to stay for a considerable time. The wise man will accept the present position as inevitable, and he will go to work and make the most of it. He will not stand around slackening his efforts, awaiting lower prices. If he does, his more intelligent and enterprising competitor

will walk off with the business. The thing we must do and get our agents to do is to buckle down to the present conditions and do business.

We must keep up our nerve, take our medicine, stock up, and go to work and sell. Our agents must do likewise. Building is not going to stop, factories are not going to close down, the public are not going to be foolishly economical. The prosperity of this country is on too sound a basis to permit of such a thing. Just because the paint business is disturbed by present conditions, don't for an instant imagine the general prosperity of the nation is going to be affected.

And remember this, paints and varnishes are staples, not luxuries. It's wasteful and uneconomical not to use paint and varnish. When insurance rates advance property owners do not leave their property uninsured. They may kick at the high rates, but they wisely pay the premiums just the same. Paints and varnishes protect and improve property, and it's more expensive even at present prices not to paint than to paint. The wise man will pay the price, and the intelligent merchant will make ready to supply him.

There is one thing I feel absolutely certain about, and that is, if we will all grasp this situation aright, and become imbued with the soundness of the position I have hastily outlined here, viz., by accepting the present conditions as inevitable and likely to be permanent for some time, we should go right ahead, buy, make, create demand, and sell. I say if we accept and believe in this policy and then work it out we will go in once more and wrest from the country a

larger share than ever of the good paint and varnish consumed in this land. The other fellow, scared by the present conditions, may weaken, and I think he will; but not the invincibles of this well-trained and ever successful organization of ours; no siree, for we're the kind of an outfit that does its best under pressure, and you know that as well as I do, for we've proved it before now; so come on and do your best and I'll guarantee the results, and I'll try and do my share, too.

THE MOST VALUABLE THING IN THE WORLD

[1911]



THE new year is here. New opportunities and greater possibilities are ahead of us. These are very common-place words, I know, and, I was going to say, are often overworked; and yet they can never be overworked, for they're true. The trouble is to get people to be serious enough to thoughtfully consider the immense possibilities, not only of every new year, but of every new day. They don't think or plan ahead enough. Time is opportunity. And people waste it.

Every man and every business that uses time rightly will grow. That is what time is for; to give us the opportunity to grow, to grow bigger and better. Another thing, time never turns back; we've got to use it as it passes. Think of it; time once wasted is gone forever. When you waste time you throw away chances. You handicap yourself and lessen your ultimate progress. You will never go quite as far as you might have done. You can only reach your full capacity for life's accomplishments by the right and constant use of time. The reason some men do so much better than others is largely because of the fuller and better use they make of time.

Men talk about poor business conditions, lack of opportunities, growl and kick against their luck. They're pessimistic, disgruntled, sore; and the only

thing that's wrong, nine times out of ten, is themselves. They're wasting their thoughts, they're wasting their energy, and this means they're wasting the most valuable thing in the world—time. They fail to see the new opportunities of every new year and every new day. There is always a way, no matter what the conditions in this world of progress, for the man who learns how to use time. You can't surmount difficulties by brooding over them. You've got to tackle them, down them and walk over them.

I don't know any better new year's resolution for a business man anxious to make the most of himself than simply to make up his mind that he will make some profitable use of all his time during the three hundred and sixty-five days of the year. That means that he will apply himself conscientiously to his work during business hours, that he will use his leisure to strengthen himself physically, mentally and morally. It means that he will cut out waste of all kinds. Nature abhors waste. We were sent into this world to grow and develop, to do something worth while; and remember this; the full and right use of time doesn't mean hardship or drudgery or lack of enjoyment. It means the very opposite. Time constantly and well employed insures the greatest happiness. There is nothing in the world so satisfying as a sense of steady and constant growth.

The thing I like best about our Company is its sure progress toward larger and better things. The reason the concern is growing is that the staff is growing, and I know, better, perhaps, than anything else, that the

business and the staff have immense possibilities yet undeveloped. Can we do better than to apply ourselves rightly to the cultivation of these possibilities—every one of us?

AMBITION

[1912]



A GREAT deal has been written and said about ambition. We are warned against the evils of being over-ambitious. We are cautioned against the effects of sordid ambition, and we are told of the selfishness of grasping ambition, and so on and so on. Of course excess in anything is harmful, but it has been my experience that it is not too much ambition that most people suffer from, but too little of it.

Ambition is a great thing. It is something to be encouraged, and not discouraged. Regulate it, by all means; but don't stifle it. Give it rein.

It's a magnificent thing to see a man strive with all his might to make the most of himself. It's ambition that quickens and illuminates the imagination. It's ambition that stirs us and spurs us until the blood in our veins tingles and our nerves quiver as we press on in the struggle to win the place we have set out to reach.

Sorry I am for the man who fails to realize his ambition, because sometimes it is not his fault; but more sorry, far, I feel for the man who loses heart, whose ambition is dead, who gives up the fight. There is no hope for him. He has reached his limit, and is practically down and out, so far as victory is concerned.

So I want to say this word to the staff—especially to the young men; keep alive in you the fire of ambition. If it is burning low, stir it up afresh. Make up your

mind you are going to be somebody and do something of note in this world of endeavor. Make up your mind you will make your life count for something worth while. You can do it if you can endure the strain. This is the time of year to size yourself up and to make new plans and resolutions, and it's a good time to take on new ambitions. Remember you can be ambitious without being sordid. You can be ambitious without being grasping, you can be ambitious without being selfish; and remember, also, you'll never amount to much without being ambitious. This is an ambitious organization you are in, with ambitious plans for greatness; and we require ambitious men of character and ability to realize our aims.

With very best wishes to all for happiness and progress in the new year.

THE SALES DEPARTMENT MANAGEMENT

[1912]



THE way to get business is to go after it. To go after it is the work of the sales department, and if properly organized and efficiently managed, they will get it.

Selling is the great thing in almost every business. Getting rid of the product in volume at a profit is the object, and at the same time the test, of a successful business man or a successful business organization. This world in which we live is a great marketplace, and all the people in it are traders—buyers and sellers in the marketplace. The strife of competition is among the sellers; and the captains of industry are always master traders and master salesmen.

It's this broad view of the world as a marketplace that makes the business career, with its increasing and limitless possibilities, so attractive to the ambitious man. Men like Morgan, Carnegie, Rockefeller and Hill have achieved their great success largely through their ability to create a demand for their products. They sell things in a big way. They possess imagination, vision and force, and foresee the wants of the people, and are the master salesmen in the world's marketplace.

It's easier to get men to *make* goods than to get men to sell them. It's easier to get men to handle the accounting department, the purchasing department, or

even the financial department, than it is to find men to successfully handle the sales department. The head of the house ought to be a salesman. The head of the country ought to be a salesman, with his eyes on the markets of the world at home and abroad; for successful selling means successful leadership. When the head of the house and the head of the country are salesmen, business is good, and the country and the house are prosperous.

The great factor in selling is the human factor, and not the things we sell. The things must be right, of course; but it's people who buy and use the things, and therefore it's people whom we must interest and deal with in getting rid of things. Too many business men are paying too much attention to the things they make, and not enough attention to the people who make them, the people who sell them, and the people who use them. It's not things that make life—it's people. It's not things that make business, it's people—people with red blood in their veins, men and women with hearts and feelings and aims and ambitions—men and women susceptible to encouragement and sympathy and training and discipline.

The sales department must recognize this difference between things and people. They must understand the importance of the human factor. It touches all sides of the sales proposition. The efficient sales manager is essentially a manager of men—not things. He must know his line, it is true; but, far more important, he should know his people—the staff who sell his products, the customers who buy his products, and

the consumers who use his products. It is the character of his work with these three classes—the staff, the customers and the consumers, that determines his capacity and his success. The staff must be made efficient, loyal and enthusiastic; the customers must be made permanent and friendly, and the consumers must be made satisfied users and enthusiastic supporters.

The great thing is to link up these three live factors in the selling proposition, so that all work in harmony and close co-operation for the advancement of the house and its products, and—quite as important, for the advancement of each other. First in importance is the staff—the inside staff and the outside staff—the house force and the field force. They must all be imbued with the selling spirit. They should all be salesmen, from the office boy and telephone operator to chief clerk and manager. They must work with each other and not against each other. Their united aim is to create and increase demand, not merely to supply demand—that is the business of the order department.

Some men who call themselves sales managers and some men who call themselves salesmen, are simply order-takers. Goods that sell without ingenuity and effort require no sales department. All that is necessary in such a case is an order department. The master salesman is one who can *create* business, new business, or a demand for some new article of business. His is the genius of the inventor and the discoverer.

The ideal salesman is more than a salesman. He should be a representative not only in name, but in fact, for when he enters the customer's store he repre-

sents not only the sales department, but also the advertising department, the manufacturing department, the financial department, the accounting department and the executive department. He represents the house. He should know these departments well enough to carry out the policy governing them and to co-operate with the house and the customer in all that relates to them. Selling, while a very important part of his work is not all of it. Only a systematic and continuous method of training will fit him for the position of an all-around representative.

The fighting spirit should be the dominating spirit in the sales department. The spirit to win for the house, for the goods, for the customer, and for ourselves should permeate the whole organization. Pride in the institution, in its products, in its management and its customers is what makes enthusiastic and successful fighters. How are we going to get this vital and priceless force injected into the organization? *You can't inject it.* Please mark that carefully. It is something that develops from the inside, and not from the outside. It is the outgrowth of merit, fairness, encouragement, sincerity and character. Unless your management, your house and your products possess merit and deserve loyalty and faithfulness, nothing you can do will produce these things. You may have pretended loyalty and mock enthusiasm, but not the genuine. Enthusiasm and loyalty are things that cannot be forced. Therefore see to it that your products are exactly what you represent them to be; that your methods and policy are fair and liberal alike to the

staff, the customer and the consumer. On the walls of my office is a motto of my own making that I keep constantly before me: "Merit begets confidence, confidence begets enthusiasm, and enthusiasm conquers the world." If your proposition has merit, you can't help but have confidence in it; and if you have confidence and some imagination, you can't help but become enthusiastic; and enthusiasm backed by merit and confidence, puts the kind of energy into us that enables us to go out and conquer, let the opposition be what it may; and more than that, it gives a zest and enjoyment to our work that makes the effort worth while.

To sum up, the sales department is the lifeblood of the business. It is the feeder for all the other departments, and should set the pace for the entire organization. There are other assets of a business than those that appear on the balance-sheet. In an efficient selling and distributing organization penetrating all sections of country, creating and supplying demand, lies one of the greatest forces and one of the most valuable assets of any business. Just as a strong army and navy makes a nation secure from invasion, so a strong selling and distributing force makes safe the house from the keenest competition. It is a force that is more desirable and more potent than any monopoly—a force that commands admiration as well as support. The selling force is the compelling force and the propelling force. It compels trade and propels the business.

FORWARD AGAIN

[1914]



THE time has come for another great forward movement in The Sherwin-Williams organization—an old-time expansion movement with every man well ahead and reaching for Top-Notcher honors.

The time is absolutely right, in my opinion, and that is all this organization ever wants to show what it can do. There are unmistakable signs that the business of the country is waking up, and we in this organization, who are ever alert, must now lay hold of this, our opportunity, and press forward to new and higher records. Like others, we have been moving along the past couple of years with a certain degree of what might be termed prudent caution, but with a restlessness that has been hard to check, and we are ready now with these first signs of returning prosperity to let ourselves loose with all our old-time vim, vigor and enthusiasm.

During the recent quiet season we have not been idle—on the contrary, we have been very busy taking advantage of the opportunity to add strength to our already unequalled proposition. We have improved, where possible, our products. We have added many new salable articles to our line. We have increased our manufacturing and distributing facilities, and we have, with great pains and skill, improved our entire sales and advertising proposition until today it is looked upon as one of the most extensive and most effective marketing plans ever devised to reach the

consumer and help the dealer. Surely then it is up to us *now* to show what can be done with these many and great advantages—prepared just for this kind of an opportunity.

I have heard in some quarters the opinion expressed that The Sherwin-Williams Co. has made its greatest records. It has been said our great achievements of the past, of which all are justly proud, can never be fully equalled. Nonsense, nonsense, the people who express such views don't know what they are talking about. They have no real knowledge of the inherent strength of this great organization—an organization that has been built up with the hardest kind of work, and with the most intelligent, conscientious and painstaking training. Further than this, it is *still in the building*, for the same old ambition to enlarge and to excel permeates the management, and, let me tell you, as President of this Company, and as one of those who have helped to shape its course, that our business in material, in methods, in money, in men and in *all* important elements, is stronger today than ever it was, and I think I know what I am talking about.

The old leaders are still in charge, eager and alert, and they have secured and trained a group of young, able and enthusiastic Managers, who, in my opinion, will carry this business to new heights and achieve for it added prestige and reputation. And everybody knows The Sherwin-Williams traveling representatives are the standard for quality, ability and achievement in the business world, and, like the Company they so well represent, they are always found marching in

front. We are an army trained to victory, and grown strong in old veterans and in new, live recruits. We fear nothing and will always strive to lead and to deserve our success.

The time, as I have said, is here for new records and new achievements and I have no doubt whatever, in an organization where merit is recognized and rewarded, every man will give a good account of himself in the campaign we have now entered upon with the full intention and expectation of making it the greatest in our eventful history.

Believe me to be, with best wishes, your very confident President and keen fellow-campaigner.

VICTORY CROWNS OUR ARMS

[1914]



THE great and ever memorable "Forward Again" Campaign is over, and victory once more has crowned our arms. To me it has been the greatest campaign and the greatest victory in our history, because of the big records we went up against and because of present difficult business conditions, which we must confess have not improved as rapidly as we had hoped. The great thing we have proved in this campaign is that men are above and superior to conditions and that this organization can succeed where others fail.

We went up against the biggest February business, which was last year, and the second biggest March in our history. Those records were made under favorable business conditions. We have come through the campaign with all records for February and March in the Trade Sales Department completely smashed and with a gain to the 1st of April.

One Hundred and Twenty-Four Sharpshooters from the Trade Sales Department out of One Hundred and Sixty-two have qualified for Certificates, and the small number who fell short made a magnificent fight, and each one a most creditable record; and so I take great pleasure in sending you this message of congratulation, and with it an expression of your splendid and incomparable work. Full particulars of the results of the campaign are given you in this number of the *Marching News*.

Let me say here, our success was due beyond all else to the magnificent fighting form of our matchless sales force. Every man entered into the spirit of the contest with that vigor and enthusiasm that has made our selling staff noted for its achievements throughout the land. The old close co-operation between Managers and men and the keen friendly competition between Districts and Divisions was as strong and forceful as ever. Add to this the united determination and effort of all to win in our undertaking and you have the explanation and cause of our latest great achievement.

I cannot tell you how great has been my satisfaction and pleasure in finding that my confidence in the increased strength of our organization has been so forcibly and convincingly confirmed. Let no man dare say again that this Company has reached its zenith. No man is wise enough to forecast the limits of our accomplishments. Our zenith is not in sight—our aims outreach our vision.

I want you to know that I am proud of my membership in this organization of men, who refuse to allow conditions to hold them in check, and who have the courage and boldness to strike out with confidence and enthusiasm when others are complaining and halting in gloom and pessimism. We have "made good" in spite of them all. We have won because we believed in our campaign and believed in our Company and believed in ourselves.

And now we look forward to another great event. In order to adequately give expression to our appreciation and to properly celebrate these fine results, we

have decided to hold another of our great National Conventions at the Army Headquarters this Fall. Every man is expected and there we will endeavor to do honor to your great records and to your splendid loyalty to the great organization we all delight to serve.

It will be an assemblage of the elect, of the heroes of the campaign, of the Top-Notchers, the estimate men, and of all who have done their best.

With warmest regards and sincere admiration, believe me to be your highly pleased Commander-in-Chief.

THE CAMPAIGN IDEA

[1915]



I AM a believer in campaigns. I believe they are good for us as individuals, as well as for the Company.

The idea behind the campaign is to fix an aim and then strive to reach it.

If we have no definite Company aim, the chances are we will have no very well defined individual aim. If we have neither a Company nor an individual aim, we are sure to drift. Aim demands concentration, and when persisted in, demands striving.

We can only grow—upwards by striving. We grow—downwards when we cease to strive. The reward of striving is progress. The penalty of drifting is failure.

If this great Jubilee Campaign of ours is to be a success, and of this I have not the shadow of a doubt, then every man must organize a *personal* campaign just as systematically and as thoroughly as the Company Campaign has been organized. Each one must concentrate on his individual proposition, and carefully plan the best way to work it out, and then put forth the *striving*, using all the Company's Campaign facilities to make it effective.

Speaking of striving, I can well imagine we have men with us who would very much prefer that we have no campaigns. They, no doubt, honestly feel they can do as well or better without the stress and press of special effort. They may resent, shall I say "being prodded." I know some good men who feel that way, and I appreciate their views, but I am satisfied from

my personal experience that all of us—even these men—are really better for the stimulus and pressure of special organized effort. We would really develop very little power unless *forced* a bit. It's human nature to go slow and take it easy—but that never gets a man anywhere. It's only by *forcing* yourself you find out what's in you. If you're going to be a winner you've got to be a pusher—there's no other way. Striving is the price and it's got to be paid.

Many a man has discovered and developed new and unsuspected powers in the pressure and conflict of a real life campaign. Campaigns are tests both of the Company and of each one of us. They are also opportunities.

We have discovered some of our best men by exceptional records made by them in some of our great campaigns.

Never have we had such an opportunity for tests and records as is offered by our Grand Jubilee Campaign. The occasion is a great and inspiring one—fifty years of progress. Conditions of business were never more favorable, taking the country as a whole.

Personally, I welcome this great campaign as a test of my own work and an opportunity for unprecedented records, so I am in it with you, and pledge myself to do all I can to insure the big success we are striving for.

It will be a big year, and it will be a great celebration that will be held next Fall to commemorate it, and it will be a great thing to stand at that time with the record-makers.

I expect to be one of them—and you.

A MILLION AND MORE

[1916]



WE are well accustomed to gains in this organization, and have made many great records in the past. Nothing, however, that has gone before can compare with the great achievements of this never-to-be-forgotten Jubilee Year. Already we are more than a million ahead of our sales for last year at this time. This increase has been accomplished in the dullest period of our fiscal year. A gain in five months of over a million is great work, and I want to offer my congratulations to the men who, by their tireless efforts and irresistible enthusiasm, have piled up these magnificent figures.

It looks now as if every man in the organization would be an estimate-maker in this great Jubilee Year, and I would like to express the hope that this will be so. Nothing could give me more satisfaction and pleasure than a full and complete list of our trusted Representatives that would record every man on the right side of his estimate.

Our plans for the great Jubilee Convention this fall are already under way, and I cannot tell you how eagerly we look forward to this great event, when we will celebrate our fifty years of history, and pay willing and hearty tribute to the men who have made the year the most notable in records of all the years that make up our successful past.

ON THE DEATH OF MR. SHERWIN

[1916]



It is with feelings of great sadness I give you the brief particulars of Mr. Sherwin's last illness and lamentable death.

For some months he had been ailing, but none of us had any idea the end was so near. About three months ago he was stricken in his office with heart trouble, which was the first warning we had of his serious condition. He partly regained his strength and was able to come to the office a few more times. Two weeks ago he suffered another attack, which proved to be more serious. On Saturday last, at his country home in Willoughby, he took a decided turn for the worse, and on Monday morning, the 26th, the end came, quietly and peaceably, without pain or suffering.

I am unable to express in any adequate way how deeply all of us at Headquarters, who have enjoyed and profited by our association with him for so many years, feel the great loss we have suffered by his death. We are able, nevertheless, to take great comfort in looking back over his long, honorable, happy and successful life. We remember with pride the notable achievements of his splendid career, and we will, I hope, ever be inspired by the great example that he has left us of a life well spent.

As the founder of our business, we will always entertain great admiration for him. We will remember

with affection his great kindness, gentleness, and unfailing consideration.

His aims and ideals, which were constantly exerted for the highest good of the Company, will, I trust, continue to influence us in our efforts to carry on the great work in which he had such a splendid part.

THE GREAT ACHIEVEMENT



FIFTY years in business is the event we celebrate in our Golden Jubilee. The thing that makes the occasion interesting and inspiring is the fact that the fifty years have been years of steady and constantly increasing progress.

History is only interesting and enlightening when it records advancement and real achievements. This is as true of the history of business as it is of the history of nations and of mankind.

The development and upbuilding of a business is like the development and upbuilding of character—it is a slow and often painful process. Experience is the inexorable teacher—perseverance and endurance the test.

To have lived and worked fifty years is interesting, but not important. To have made the years and the work count for something in the world's progress is alone worth recording and celebrating. The world is not greatly interested in the number of our years; it cares only to know what we have done.

"Established in 1866" means nothing; "The Largest in the World in 1916" is a notable record. It is the thing that counts. Larger still in 1917 is the spirit behind the achievement.

We have won our success because we have worked for it. We have paid the price in ceaseless, intelligent effort. We have trained day in and day out during these fifty years in the mills, in the factories, in the

mines, in the smelters, in the laboratories, in the warehouses, in the counting-houses; at the machines, at the desks, in the club-rooms and in the convention halls; on the road and in the stores and workshops of our customers. We have planned and experimented. We have preached and practised. And in all our work we have been directed by the one controlling thought—*to excel*.

We have striven with all our might to put our organization in the forefront—not only in our own trade, not only in our own country, but in the world of commerce at home and abroad.

In all our struggling and striving we have enjoyed our work. We have taken pleasure as well as profit out of it. We have not looked upon our work merely as a job, but as an opportunity for a career—a career not merely of money making, but of constructive achievement. We have tried to build something more than a money-making corporation. We have tried to build an institution that will live after us—an institution that will continue to give opportunities for sound success to countless young men and women, seeking to make the most of themselves in business careers.

This, then, has been the spirit of our work, and this is my explanation of our success.

And let me add, it has always been our aim to build up our business without tearing down others. We have tried to “do our bit” to put our industry on a higher and better basis, and although not members of trade associations, we have always been ready to support those things that we believed would benefit the trade.

We have always been friendly with our competitors, and have greatly valued their good will. In our competition, which we have entered into with vigor, we have sought to be fair and considerate—believing in the doctrine of live and let live.

And now, a brief, personal word. I have always looked upon The Sherwin-Williams Company as my great opportunity. From the beginning of my connection with the Company, I saw clearly unlimited possibilities in the business—only a small portion of which have yet been realized. The confidence and enthusiasm I felt for our future was due to my faith in the splendid principles and the sound and aggressive methods on which the business was conducted. All honor and praise must be given at this time to the founders of the business—Mr. Sherwin, Mr. Williams and Mr. Fenn, for it is largely due to their foresight, wisdom and sterling characters, that a foundation was laid strong enough to carry the superstructure that we of later years have been able to erect upon it.

I shall never forget the inspiration and enthusiasm I felt when I first came in touch with the Company, and the men who were then managing it; and I acknowledge now with feelings of the greatest gratitude my indebtedness to the Company and to these men, for the training and good influence that came to me through my connection and association with them. I count it the wisest decision I ever made, when I decided to cast in my lot with them, and a large measure of the success I have enjoyed I attribute to this decision.

I am not much inclined to spend time or thought in

looking back over the past, excepting to learn from it the things that help to make a better future. So I will not attempt to review the great days of our great march to the forefront of our industry—encouraging as they are. I see ahead a vision that far eclipses anything that we have yet done.

The results we have thus far attained have never surprised me, as my hopes and expectations for the business have always run ahead of our achievements. I know we are capable of much greater things. I know the earnest, ambitious and enthusiastic spirit which permeates our entire organization will force the way to a more brilliant future. It is this very thing that makes our proposition so attractive to me. I know of nothing that equals the satisfaction one feels in working out successfully with his associates plans of meritorious progress.

Long ago I gave expression to the idea that no one had ever made the most of the great possibilities of our industry—and this is about as true today as it was then. My confidence in our ability to realize these high hopes lies in the faith I have in the men who direct and manage our widespread organization. Trained in ways of efficiency, ambitious for the Company and themselves, tireless in energy and unequalled in knowledge of their work and in ability for accomplishments—nothing can resist their compelling force.

Before I finish, I want to most heartily acknowledge my great debt of gratitude to these managers, and to all our staff, for their efficient and loyal support, which has never failed me, and which I know better than

anyone else has wrought our success. I have enjoyed immensely my association with them, and their co-operation, willingness, enthusiasm and loyalty have ever given me the courage to press forward and to unhesitatingly seize every opportunity for the up-building of our institution, towards which I feel all of us have given the best that is in us.

One more acknowledgment and I am through; and that is for the magnificent support we have always enjoyed from our agents, dealers and consumers in all parts of the world. Next to our interest in our stockholders and in our staff, has always been our interest in our agents and customers. We have sincerely tried to consider their welfare, as well as our own, in all our dealings; and we are proud of the good will that exists between us, and of our long years of association with so many of them. It will continue to be our policy to make our business grow, by helping our customers to make their businesses grow. And I express the earnest hope that we may all, stockholders, employees, customers and consumers, live to enjoy continued and increasing happiness and prosperity in all our dealings and relations with one another.

MY IDEA OF BUSINESS

To make a good article.

To sell it at a fair price.

To create a wide demand for it.

To build up an efficient organization.

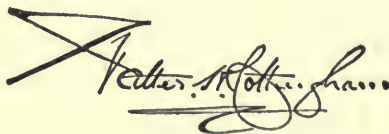
To make opportunities for employees.

To help customers to become prosperous.

To give satisfaction to consumers.

To practice the square deal.

If these things are done well the object of business will be gained, which is profit—profit to the owners, to the employees, to the customers, and satisfaction to the consumers.



Walter Dill Scott

“THE BIG THING IN LIFE”



HERE are many things in life to attract us and to distract us. The things that attract us most are usually the soft things, such as ease and comfort, pleasure and luxury. These are the alluring, but frivolous trivialities of life in which our time is wasted and worse still, our strength dissipated. There is nothing real or lasting in them.

The idea that life is meant for ease and pleasure is all wrong. Life is far too important a thing to be frittered away in a careless, meaningless and unproductive existence.

The big thing in life is *Achievement*. We are here to accomplish, not to waste. We are here to do some worthy things, not some worthless things. Get that well in your mind and decide you will do the big thing in life. Decide you will achieve something worthy. Select your field, fix your aim, and press on against all opposition and every discouragement. Press on bit by bit and never weaken or turn back until you are master of the big thing you set out to do.

Every man can succeed if he is willing to pay the price. And the price is effort and toil—continuous effort and ceaseless toil. That's what life is, a real battle. A battle between you and the things that stand between you and your aim, and if you are a man you'll *fight*, and if you *endure*, you'll win.

Then the reward is yours—the reward of the vic-

torious and the successful,—and the sweet part of the reward you will find in the satisfaction you will feel in having won your fight and having realized the big thing in life—Worthy Achievement.

CHARACTER



BUSINESS is but a means to an end. A man may be an unqualified success in business and gain wealth, power and fame, yet his life may be a failure. The test of the successful life comes when a man stands at last before his Maker. The only thing that counts then is character. The accumulations of a life-time of toil and struggle, in property, goods and money, count for nothing. These must all be left behind. The only accumulations we can take with us into the great hereafter are those of character. The question we will be called upon to answer at this supreme moment is not "what have you left?" but "what do you bring?"

And what is character, and how is it formed?

Character is your personality, it is the thing that distinguishes you from others. It is the thing you have come to be through all the good and bad, the pleasant and the hard experiences of your life. It is the realization of yourself.

Character is formed by conduct. Conduct is the result of habits, and habits are acquired by action.

Everything that we do, good and bad, has its effect on character. Our thoughts, our conversation, our every transaction, trifling or important, all go to make up our personality (and form our character). And one thing is certain, we are always changing. We are growing better, or we are growing worse. Our characters are growing stronger, or they are growing

weaker. There is no escape from the universal law of activity and change.

The great thing is to make sure we are headed the right way and moving in the right direction. This can only be made certain by adhering to fixed principles and striving for some worthy ideal. It means self-discipline, self-restraint and the practice of virtue.

There are three stages in the making of character—know thyself, fight thyself, conquer thyself.

Strike out on your own lines. Do your own thinking. Become a positive personality, and fear no one but your Maker. Fix your aim and purpose, then begin to build your character. Build it bit by bit, as you develop your work or build your business, always improving and progressing toward your ideal.

The greatest help to this end is the forming of right habits. Here are some of the things that should be crystallized into habits: Be fair. Do your duty fearlessly and cheerfully. Be considerate, be polite. Be courageous. Be high toned. Be unselfish. Speak ill of no one. Be natural—the same to every one. Acknowledge when you are in the wrong. Forgive freely. You can't please every one—do not try. Never forget a kindness. Help those who are struggling up. Share your prosperity with those who have helped you gain it. Do not let prosperity or success spoil you. Live straight in every way. Be a man. Make your work count for eternity.

THE following paragraphs will help the reader follow the trend of these editorials, which were written in different years and from different executive positions. These dates represent the important steps in Mr. Cottingham's career:

- I 866 Born in Omemee, Ont., Canada.
- I 881 At age of fifteen, clerked in retail hardware store of McKee & Davidson, Peterboro, Ont., Canada.
- I 887 Went to Montreal and began making Gold Paint and other specialties.
- I 891 Owned Walter H. Cottingham & Co., Paint and Varnish Makers—was also of the firm Cottingham-Robertson & Co., Dye Makers; was owner of the Windsor Chemical Co. and St. Lawrence Canoe & Boat Co.
- I 892 Secured Canadian Agency for The Sherwin-Williams Co.
- I 894 The Walter H. Cottingham Co. and Cottingham Varnish Co. were formed to manufacture Sherwin-Williams Products in Canada.
- I 896 Merger of The Walter H. Cottingham Co. and the Cottingham Varnish Co. with the Sherwin-Williams Co.
- I 896 Was made Director of The Sherwin-Williams Co. and Manager of its Canadian business.
- I 898 Was appointed General Manager of The Sherwin-Williams Co.
- I 903 Was made Vice-President and General Manager of the Sherwin-Williams Co.
- I 908 Was elected President and General Manager of The Sherwin-Williams Co.

—The Editors.

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